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COURSE STRUCTURE

(UNDER CBCS)

OF
BACHELOR OF BUSINESS ADMINISTRATION
(BBA)
I, II & III YEAR

(SESSION 2020-21)

First Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BBAC0001	Management Concepts & Practices	CORE	4	0	0	4	5
2	BBAC1002	Fundamentals of Accounting	CORE	3	1	0	4	5
3	BBAC0003	Managerial Economics	CORE	3	1	0	4	5
4	BMAS0201	Business Mathematics	CORE	3	1	0	4	5
5	BBAC0015	Fundamentals of Computer & Data Handling	AECC	2	0	0	2	2
6	BBAC0800	Business Acumen – I	SEC	0	0	4	2	4
		Total					20	26

Second Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BBAC0004	Organizational Behaviour	CORE	4	0	0	4	4
2	BBAC0005	Management Accounting	CORE	3	1	0	4	5
3	BMAS0202	Business Statistics	CORE	3	1	0	4	5
4	BELO1010	Business Ethics & Values	GE	4	0	0	4	4
	BELO0011	Remedial English						
5	BBAC0801	Practical on Computer Application	SEC	0	0	4	2	4
6	BBAC0802	Business Acumen – II	SEC	0	0	4	2	4
		Total					20	26

Third Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BBAC0006	Marketing Management	CORE	4	0	0	4	5
2	BBAC0007	Production & Operation Management	CORE	3	1	0	4	5
3	BBAC0008	Business Communication	CORE	4	0	0	4	5
4	BALO0103	Patent and Copyright Law	GE	4	0	0	4	5
	BALO0101	Legal and Regulatory Framework of Business						
5	BCHS0102	Environmental Studies	AECC	2	0	0	2	2
6	BBAC0803	Business Acumen – III	SEC	0	0	4	2	4
		Total					20	26

Fourth Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BBAC0009	Fundamentals of Banking and Insurance	CORE	4	0	0	4	5
2	BBAC0010	Business Research	CORE	4	0	0	4	5
3	BBAC0011	Financial Management	CORE	3	1	0	4	5
4	BBAC1012	Human Resource Management	CORE	4	0	0	4	5
5	BALO1108	Consumer Protection Laws	GE	4	0	0	4	4
	BALO0106	Company Laws						
6	BBAC0804	Business Acumen – IV	SEC	0	0	4	2	4
		Total					22	28

Fifth Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BBAC0013	International Business Management	CORE	4	0	0	4	4
2		Specialization Elective 1 (Group A)	DSE	4	0	0	4	5
3		Specialization Elective 2 (Group A)	DSE	3	1	0	4	5
4		Specialization Elective 1 (Group B)	DSE	4	0	0	4	5
5		Specialization Elective 2 (Group B)	DSE	3	1	0	4	5
6	BBAC0805	Business Acumen – V	SEC	0	0	4	2	4
7	BBAJ0961	Project Report (Summer Training- based) & Presentation	DIS/PROJ	0	0	0	3	-
		Total					25	28

Sixth Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BBAC0014	Corporate Strategic Management	CORE	4	0	0	4	4
2		Specialization Elective 3 (Group A)	DSE	4	0	0	4	5
3		Specialization Elective 4 (Group A)	DSE	3	1	0	4	5
4		Specialization Elective 3 (Group B)	DSE	4	0	0	4	5
5		Specialization Elective 4 (Group B)	DSE	3	1	0	4	5
6	BBAC0806	Business Acumen – VI	SEC	0	0	4	2	4
7	BBAJ0962	Comprehensive Viva	DIS/PROJ	0	0	0	3	-
		Total					25	28

ELECTIVES - Fifth Semester

S. No.	Code	Subject	Cat	L	T	P	C
GROUP 1: HUMAN RESOURCE							
1	BBAE0101	Training & Development	DSE	4	0	0	4
2	BBAE0102	Industrial Relations	DSE	4	0	0	4
3	BBAE0103	Group Dynamics & Team Building	DSE	4	0	0	4
4	BBAE0104	Compensation & Reward Management	DSE	4	0	0	4
GROUP 2: MARKETING							
5	BBAE0201	Sales & Distribution Management	DSE	4	0	0	4
6	BBAE0202	Rural Marketing	DSE	4	0	0	4
7	BBAE0203	International Marketing	DSE	4	0	0	4
8	BBAE0204	Digital Marketing	DSE	4	0	0	4
GROUP 3: FINANCE							
9	BBAE0301	International Financial Management	DSE	3	1	0	4
10	BBAE1302	Management of Financial Institutions & Services	DSE	3	1	0	4
11	BBAE0303	Cost Accounting for Business Managers	DSE	3	1	0	4
12	BBAE0304	Working Capital Management	DSE	3	1	0	4
GROUP 4: BANKING & INSURANCE							
13	BBAE0401	Principles and Practices of Life Insurance	DSE	4	0	0	4
14	BBAE0402	Functional Aspects of Banking	DSE	4	0	0	4
15	BBAE0403	Insurance Laws and Environment	DSE	4	0	0	4
16	BBAE0404	e-Banking	DSE	4	0	0	4
GROUP 5: ENTREPRENEURSHIP & FAMILY BUSINESS							
17	BFBE0301	Managing Small & Family Business	DSE	4	0	0	4
18	BFBE0302	Project Planning & Management	DSE	4	0	0	4
19	BFBE0303	e-Business	DSE	4	0	0	4
20	BFBE0304	Modern Office Management	DSE	4	0	0	4

ELECTIVES - Sixth Semester

S. No.	Code	Subject	Cat	L	T	P	C
GROUP 1: HUMAN RESOURCE							
1	BBAE0105	Negotiation & Counseling	DSE	4	0	0	4
2	BBAE0106	International Human Resource Management	DSE	4	0	0	4
3	BBAE0107	Leadership Skills & Change Management	DSE	4	0	0	4
4	BBAE0108	Labour Laws	DSE	4	0	0	4
GROUP 2: MARKETING							
5	BBAE0205	Marketing of Services	DSE	4	0	0	4
6	BBAE0206	Retail Management	DSE	4	0	0	4
7	BBAE0207	Product & Brand Management	DSE	4	0	0	4
8	BBAE0208	Customer Relationship Management	DSE	4	0	0	4
GROUP 3: FINANCE							
9	BBAE0305	Investment Management	DSE	3	1	0	4
10	BBAE0306	Taxation Laws	DSE	3	1	0	4
11	BBAE0307	Personal Financial Planning	DSE	3	1	0	4
12	BBAE0308	Corporate Accounting	DSE	3	1	0	4
GROUP 4: BANKING & INSURANCE							
13	BBAE0405	Principles and Practices of General Insurance	DSE	4	0	0	4
14	BBAE0406	Banking Laws & Environment	DSE	4	0	0	4
15	BBAE0407	Marketing of Financial Products and Services	DSE	4	0	0	4
16	BBAE0408	Management of Commercial Bank	DSE	4	0	0	4
GROUP 5: ENTREPRENEURSHIP & FAMILY BUSINESS							
17	BFBE0305	Creativity & Innovation	DSE	4	0	0	4
18	BFBE0306	Materials Management	DSE	4	0	0	4
19	BFBE0307	Social Responsibility of Business	DSE	4	0	0	4
20	BFBE0308	Export Procedure and Documentation	DSE	4	0	0	4



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DETAILED SYLLABUS

(UNDER CBCS)

OF BACHELOR OF BUSINESS ADMINISTRATION (BBA)

BBAC0001: MANAGEMENT CONCEPTS & PRACTICES

Introduction: This course would give insights into the basics of management which any student needs to have while studying a course in management.

Objective: Make the students aware of the management concepts and practices thereby enabling them to understand the basic theories and concepts of management.

Credits: 04

Semester I

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Nature of Management: Concept, Nature & Importance. Development of Management Thought: Contribution of Taylor and Fayol and their Principles, Schools of Management Thoughts Japanese vs. American Management. Management Process and Skills: Management Functions, Various Levels of Management, SWOT Analysis. Planning: Concept, Nature, Importance, Process, Types of Plan, MBO – Concept and Process. Decision Making: Concept, Process and Techniques of Decision Making. Fundamentals of Organising: Concept, Organization theory, Departmentation, Matrix Organisation Structure.	22
II	Authority: Delegation of Authority, Centralization and Decentralisation. Staffing: Concept, Importance, Factors affecting Staffing, Process of Staffing. Fundamentals of Directing: Concept, Importance and Principles. Leadership: Concept, Importance and Theories. Fundamentals of Controlling: Concept, Importance, Process of Controlling, Techniques of Controlling – Traditional and Modern, Essentials of Effective Control System, Causes of Resistance to Control, Management By Exception (MBE).	23

Reference Books/ Text Books / Cases:

- * Gupta, C. B. Management concept & practices. New Delhi: Sultan Chand & Sons.
- * Koontz, H. & Weibrich, I. Essential of management. Singapore: McGraw-Hills International.
- * Prasad, L. M. Principles and practice of management. New Delhi: Chand & Sons.
- * Tripathi, P. C. & Reddy P. N. Principles of management. New Delhi: Tata McGraw Hill.

Focus: This course focuses on Skill development and aligned with CO3

Course Outcomes: After completion of the course, student will be able to:

- * Understand the basic management and business concepts
- * Understand the recent trends, challenges, and recent developments in management
- * Learn strategy formulation in the domain of leadership and communication
- * Understand contemporary business practices and the functioning of various businesses and corporate houses.
- * Mapping of course outcome with Programme outcome and Programme specific outcomes
- *

COs	POs / PSOs
CO1	PO1, PO4 / PSO1, PSO3
CO2	PO4, PO3 / PSO1, PSO3
CO3	PO1 / PSO1
CO4	PO6, PO1 / PSO2, PSO6

BBAC1002: FUNDAMENTALS OF ACCOUNTING

Introduction: This subject of financial accounting has been designed in such a way that the students get a first-hand exposure to the fundamentals of accounting principles

Objective: To enable the students gain insights into the fundamental principles of accounting and use them in day-to-day business scenarios

Credits: 04

Semester I

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Accounting: Theoretical framework (meaning, scope and usefulness of Accounting, Accounting Principles & Conventions) Glossary associated with modern factors of Accounting.</p> <p>Recording: Double Entry System, Recording of Cash and Bank Transactions, Practical Numerical of different entities.</p> <p>Ledger: Preparation of Ledger Accounts, Modern Numerical Problem of Ledger Posting procedure.</p> <p>Trial Balance: Numerical Problems on Preparation and rectification of errors. Modern used methods for the correction of Trial Balance, its interpretation and usefulness.</p> <p>Subsidiary Books: Books of Prime Entries, Measurement and Valuation of Accounting Estimates, Numerical associated with the respective books.</p>	22
II	<p>Concept of Depreciation: Depreciation Policy, Methods, Computation and Accounting Treatment, Different Substantial Methods followed by modern industries.</p> <p>Final Accounts: Preparation of Final Accounts of a Profit Making Concern, Not-for-Profit Making Concern, and Under Single Entry System including conversion of single entry system into double entry system, and Accounting for Special Transactions.</p> <p>Shares and Share Capital: Introduction to Joint Stock Company, Shares, Share Capital, Accounting Entries, Under Subscription, Oversubscription, Calls in Advance, Calls in Arrears, Issue of Share at Premium, Issue of Share at Discount, Forfeiture of Shares, Re-issue of Shares.</p>	23

	Debentures: Classification of Debentures, Issue of Debentures, Accounting Entries with respect to debentures and bonds.	
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Reference Books/ Text Books / Cases:

- * Gupta, P. C. Financial Accounting. Agra: Jawahar Publications
- * Tulisian, P. C. Financial accountancy. New Delhi: Pearson Education.
- * Maheswari, S. N. Financial accounting for management. Mumbai: Vikas Publishing House
- * Naseem, A. Fundamentals of financial accounting. New Delhi: Ane Publication

Focus: This course focuses on Skill development and aligned with CO2

Course Outcomes: After completion of the course, student will be able to:

- * Understand the basic accounting principles
- * Classify the techniques of preparing and presenting the firm accounts
- * Identify the role accounting plays in the overall set-up of a business
- * Demonstrate the fundamentals of shares, debentures

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO4 / PSO1, PSO3
CO2	PO1, PO6 / PSO2, PSO6
CO3	PO1, PO6 / PSO1, PSO2
CO4	PO1, PO4 / PSO1, PSO3

BBAC0003: MANAGERIAL ECONOMICS

Introduction: The subject aims to enable the students to grasp the details as to how things function at the economic front for any economy

Objective: To make students understand concepts related to economy and make them aware of how decisions are taken for the betterment of the same.

Credits: 04

Semester I

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Nature & Scope of Managerial Economics: Concept of Managerial Economics, Scope and characteristics of Managerial Economics, Roles & Responsibilities of Managerial Economist Basic Economic Principles: Opportunity Cost Principle, Incremental Principle, Principle of Time Perspective, Discounting Principle and Equi-marginal Principle.	23

	<p>Nature & Scope of Macro Economics: Concept, Definition, Scope and Characteristics</p> <p>Business Cycle and Business Policies: Concept of Business Cycle, Minimizing effects of Business Cycles by Managers</p> <p>National Income Accounting: Circular flow of Income, Concept - National Income, GDP, GNP, Per Capita Income, Methods of Measuring National Income (Theoretical Concepts only)</p> <p>Fundamental Concepts: Concept and Types of Demand, Law of Demand, Demand Forecasting, Elasticity of Demand</p> <p>Price & Demand: Price Elasticity of Demand, Types, Factors Determining Price Elasticity of Demand, Business Application</p>	
II	<p>Income & Demand: Relationship, Engel Curve, Income Elasticity of Demand, Types, Business Application</p> <p>Related Goods & Demand: Concept of Substitute and Complementary Goods, Relationship, Cross Elasticity of Demand</p> <p>Cost Concepts: Actual-Opportunity cost, Incremental-Sunk cost, Direct-Indirect cost, Fixed-Variable-Total Costs, Average Fixed Cost, Average Variable Cost, Average Cost and Marginal Cost, Economies and Diseconomies of Scale</p> <p>Perfect Competition: Features, Determination of Price and Output in Short-run and Long-run, Lessons for Managers</p> <p>Monopoly: Features, Determination of Price and Output in Short-run and Long-run, Concept of Price Discrimination, Lessons for Managers</p> <p>Monopolistic Competition: Features, Determination of Price and Output in Short-run and Long-run, Lessons for Managers</p> <p>Oligopoly: Features, Determination of Price and Output, Price Rigidity, Lessons for Managers</p>	22

Reference Books/ Text Books / Cases:

- * Geetika, Ghosh, P., & Chodhury, P. R. *Managerial economics*. New Delhi: Tata McGraw Hill.
- * Dwivedi, D N. *Managerial economics*. New Delhi: Vikas Publishing House.
- * Mehta, P L. *Managerial economics*. New Delhi: Sultan Chand & Sons.
- * Varshney, R. L. & Maheswari, K. L. *Managerial economics*. New Delhi: Sultan Chand & Sons.

* **Focus: This course focuses on Skill development and aligned with CO1**

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Course Outcomes: After completion of the course, student will be able to:

- * Explain the macroeconomic concepts relevant for making prudent business decisions
- * Relate the application of economic principles in the area of business management
- * Interpret the theories of cost and production function

Recall different types of competitive market structures

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
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CO1	PO1, PO5 / PSO1, PSO3
CO2	PO1, PO4 / PSO1, PSO3
CO3	PO1, PO4 / PSO1, PSO1
CO4	PO1 / PSO1, PSO2

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Introduction: The course will enable the students in terms of understanding business mathematics and the various concepts related to it.

Objective: To make the students understand the concept of basic algebra, quantitative aptitude, matrices and mathematics of finance.

Credits: 04

Semester I

L-T-P : 3-1-0

Module No.	Contents	Teaching Hours (Approx.)
I	Basic Algebra: Introduction, Representation of sets, Types & Basic operations on set, Laws of set algebra, Venn diagram, Use of set theory in business, Linear & Quadratic equations, Introduction to Permutation and Combination (Simple problems). Quantitative Aptitude: Time & Distance, Time & Work, Boats & Streams, Pipes & Cisterns, Partnership, Percentage,	22
II	Profit and Loss, Problems on ages, Problems on trains, Surds, Indices & Logarithms. Mathematics of Finance: Ratio & Proportion, Simple and Compound interest, Annuity and its types. Matrices: Definition, Types of matrices, Operations on matrices, Transpose, Adjoint & Inverse of matrix, Determinants, Solution of system of equations by Cramer's rule, Use of matrix in business.	23

Reference Books/ Text Books / Cases:

Text Books:

- * D. C. Sancheti and V. K. Kapoor, Business Mathematics, Sultan Chand & Company, Delhi.
- * J. K. Sharma, Business Mathematics, Theory and Applications, Ane Books, Delhi.
- * P. Gupta and O. P. Chug, Comprehensive Business Mathematics, Laxmi Publications, Delhi.
- * Q. Zameeruddin, V. K. Khanna and S. K. Bhambhari, Business Mathematics, Vikas Publications, Delhi.

Focus: This course focuses on Skill development and aligned with CO2

Course Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts of business mathematics
- * Learn to use mathematical techniques for taking decisions in personal as well as professional life
- * Identify and solve real-life business problems using such concepts as differentiation
- * Learn the techniques such as matrices and other various mathematical theories in daily life decision making
- * Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO4 / PSO1, PSO3
CO2	PO1, PO6 / PSO2, PSO6
CO3	PO1, PO6 / PSO1, PSO2
CO4	PO1, PO5 / PSO1, PSO4, PSO2

BBAC0015: FUNDAMENTAL OF COMPUTERS AND DATA HANDLING

Introduction: This would ensure that the students get real-time insights into the fundamentals of computers as business tools and how to handle data.

Objective: To make students acquainted with handling of the computers with regard to day-to-day learning. Also, it would enhance their data-related abilities.

Credits: 02

Semester I

L-T-P : 2-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Meaning, Characteristics, Classification & Generations. Application of Computers in Modern Society. Computer architecture. Storage Devices: Primary & Secondary Storage devices, Programming Languages: Machine Language, Assembly Language & High level Language. Hardware & Software: Meaning, Difference between system software and application software. Operating System: Meaning, Functions and Types of Operating Systems	12
II	Virus and Worms: Meaning & Types of virus. Concept of Internet of Things(IoT)- Application and its use. Internet & Browsing: Meaning, Concept, ISP, Uses of Internet. Networks: Objectives, Network Topologies and its types, Cloud Computing: Advantage of Cloud Computing, Application and scope of cloud computing.	12

Reference Books/ Text Books / Cases:

* Jain, P., & Arora, S. Window based computer courses. Jalandhar: S. Vikas & Co.

- * Norton, P. Introduction to computers. New Delhi: Tata McGraw Hill.
- * Sinha, P. K., & Sinha, P. Computer fundamentals. New Delhi: BPB Publications.
- * Singh, V. Simplified MS-Office 2007. New Delhi: Computech Publications Ltd.
- * **Focus: This course focuses on Skill development and aligned with CO2**

Course Outcomes: After completion of the course, student will be able to:

- * Understand computers related terms such as operating systems, etc.
- * Highlighting the role of Computer hardware and software in personal and professional life
- * Understand the concept of the internet, its origin, and advancement

Define the concept of storage devices and their uses.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1 / PSO1, PSO2
CO2	PO1, PO6 / PSO1, PSO2
CO3	PO1, PO4 / PSO1, PSO3
CO4	PO1, PO4 / PSO1, PSO3

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BBAC0800: BUSINESS ACUMEN - I

Introduction: This course has been designed keeping in mind the requirements of those students with regard to developing acumen towards business-related scenarios and related decisions.

Objectives: To help students develop their acumen towards numerous business scenarios
To help students develop an idea of handling various business-related situations

Credits: 02

Semester I

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
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I	<p>Analysis of Business News from Newspapers/Magazines- Using the information as found in written sources for understanding how businesses are run and prosper</p> <p>General Awareness - Current affairs-international, national, sports, economics, society, politics, trade, business, famous personalities, environment, etc.</p> <p>Classroom Discussion - Discussion on the latest trends in the fields of technology, day-to-day innovations and developments</p> <p>Personality Grooming - Introductory sessions based on various personality traits as found necessary in various business-related scenarios</p> <p>Study of Business Conglomerates- Analyzing the driving principles and mechanisms of business conglomerates, both success and failures and what could be learnt from them</p> <p>Dialogue-building exercises - Dialogue process on host of issues which enables students towards developing a better understanding on business</p>	22
II	<p>Public speaking – on industrial visits, fair visits, events attended, meetings attended, guest lecture attended, etc</p> <p>Role Plays - Classroom situations for role plays on relevant business issues</p> <p>Social Media and Business – Discussion in class room about how social media has come to redefine various business policies</p> <p>Individual Classroom Presentation – Classroom presentation by students on concurrent business and related topics</p> <p>Extempore –on-the-spot speaking ability, it being a requisite to handle different situations in a business scenario</p> <p>Videos-related to various business houses, corporate honchos, inspiring success and learnable failure stories</p>	23

Reference Books/ Text Books / Cases:

- * Kawasaki, G., & Fitzpatrick, P. *The Art of Social Media: Power Tips for Power Users*. Penguin.
- * Lewis, N, *Word Power Made Easy*. New York, Pocket Books
- * Lynch, P. *Time Power: A Proven System for Getting More Done in Less Time Than You Ever Thought Possible. Applied Management and Entrepreneurship* New York, McGraw Hill Education
- * Bhown, I., *Improve Your Presentation Skills with CD: How To Make Effective Presentations and Influence Clients* Noida, UBS Publishers Distributors Pvt. Ltd.

Focus: This course focuses on Skill development and aligned with CO2

Course Outcomes: After completion of the course, student will be able to:

- * Comprehend the changes happening in the business world around them
 - * Express with conviction their views on various situations
- Judiciously go through various written sources like newspapers

Be more presentable and enhance their communication skills

Mapping of course outcome with Programme outcome and Programme specific outcomes

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COs	POs / PSOs
CO1	PO2, PO3 / PSO3, PSO7
CO2	PO1, PO4 / PSO1, PSO3
CO3	PO1 / PSO1, PSO2
CO4	PO6, PO1 / PSO6

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BBAC 0004: ORGANISATIONAL BEHAVIOUR

Introduction: This subject introduces the students to the various concepts related to how employees tend to behave in an organization.

Objective: To enable the students to gain insights into the concepts that go into the making of a successful organization.

Credits: 04

Semester II

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Meaning & Nature of Organizational Behaviour, Contributing Disciplines, Organizational Models, Challenges & Opportunities of OB.</p> <p>Personality: Meaning & Importance, Determinants of Personality, Big 5 model of Personality.</p> <p>Perception: Meaning, Perceptual Process, Factors Influencing Perception, Perceptual Distortion.</p> <p>Attitude: Meaning, Components, Factors in Attitude Formation.</p> <p>Learning: Meaning, Factors affecting Learning, Theories of Learning - Classical Conditioning, Operant Conditioning and Social Learning Theory.</p> <p>Motivation: Meaning & Concept, Process, Theories.</p>	22
II	<p>Group Dynamics- Formal & Informal Groups, Stages of Group Development, Group v/s Team, Types of Team, Group Decision Making Techniques.</p> <p>Interpersonal Communication: Johari Window; Transactional Analysis and its Applications.</p> <p>Conflicts: Concept & Meaning, Different Levels of conflict, Conflict Resolution.</p> <p>Stress: Potential Sources, Consequences & Coping Strategies.</p> <p>Organizational Change: Concept, Resistance to Change, Overcoming Resistance to Change.</p> <p>Organizational Development: Concept & Characteristics of OD, Benefits & Limitations of OD, Concept of Organizational Citizenship Behaviour.</p> <p>Emotional Intelligence: Concept, Importance and Dimensions.</p>	23

Reference Books/ Text Books / Cases:

- * Luthans, F. *Organizational behavior*. New Delhi: Tata McGraw Hill
- * Pareek, U. *Understanding organizational behavior*. New Delhi: Oxford University Press.
- * Prasad, L. M. *Understanding organizational behavior*. New Delhi: Sultan Chand & Sons.

- * Robbins, S. P. *Organizational behavior*. New Delhi: Pearson Education.

Focus: This course focuses on Skill development and aligned with CO2

Course Outcomes: After completion of the course, student will be able to

- * Analyzing the fundamentals of organizational behavior and role of managers in organization.
- * Understand the concept of personality and perception and their influence on the buying process.
- * Define the group dynamics and motivation concept.

Understanding the various concepts of conflict management, stress management and organizational change management.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO4 / PSO1, PSO3
CO2	PO1 / PSO1, PSO2
CO3	PO1, PO4 / PSO1, PSO3
CO4	PO1, PO6 / PSO1, PSO2

BBAC0005: MANAGEMENT ACCOUNTING

Introduction: This subject has been designed to enable the students to understand the calculation of ratios and their analyses and preparation of budget.

Objective: To enable students in terms of preparing management reports thus facilitating better decision making on their part for the organization.

Credits: 04

Semester II

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Management Accounting: Meaning & Definition, Functions/Objectives, Merits and Demerits, Distinction between Management Accounting and Financial Accounting, Various Tools of Management Accounting, Roles & Responsibility of Management Accountants.</p> <p>Ratio Analysis: Meaning, Objectives, Need, Limitations, Classification of Ratios, Calculation and Interpretation of Ratios – Liquidity Ratios, Long-Term Solvency Ratios, Activity Ratios, Profitability Ratios.</p> <p>Fund Flow Analysis: Meaning, Concept of Fund and Flow of Fund, Uses and Limitations of Fund Flow Statement, Preparation of Fund Flow Statement – Schedule of Working Capital Changes, Statement of Sources and Uses of Fund, Simple Numerical Problems</p>	22
II	<p>Cash Flow Analysis: Concept of Cash Flow Statement, Difference between Cash Flow and Fund Flow Statement, Preparation of Cash Flow Statement (as per Accounting Standard: AS-3), Numerical Problems</p> <p>Budgeting & Budgetary Control: Concept of Budgeting and Budget, Nature, Purpose, Merits & Demerits of Budgeting, Classification of Budgets, Preparation of Flexible Budget (Flexible Budgeting), Preparation of Cash Budget (Cash Budgeting), Numerical problems on the concept of Contribution, P/V Ratio and Break-Even Analysis.</p>	23

Reference Books/ Text Books / Cases:

- * Gupta, S. K. *Management accounting*. New Delhi: Sultan Chand & Sons.
- * Jain, S. P., & Narang, K. L. *Cost & management accounting*. New Delhi: Kalyani Publishers
- * Khan, M. Y., & Jain, P. K. *Management accounting*. New Delhi: Tata McGraw Hill

Focus: This course focuses on Skill development and aligned with CO1

Course Outcomes: After completion of the course, student will be able to:

- * Find the various tools & techniques of management accounting.
 - * Get detail knowledge of various ratios related to finance
 - * Understand fund flow and cash flow statement of business firms
- Outline the importance of budgeting analysis in an organizational context

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO2, PSO6
CO2	PO1, PO4 / PSO1, PSO1
CO3	PO1, PO4 / PSO1, PSO3
CO4	PO1 / PSO1, PSO2

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BMAS0202: BUSINESS STATISTICS

Introduction: The course will enable the students in terms of understanding the statistical aspects related to business thereby enhancing their skills in this regard.

Objective: To make the students understand the concepts of statistics and probability.

Credits: 04

Semester II

L-T-P : 3-1-0

Module No.	Contents	Teaching Hours (Approx.)
I	Statistical Data Presentation: Meaning, Importance and Limitations of Statistics, Types of data, Frequency distributions, Diagrammatic & Graphical representation. Statistical Average: Requisite of a good average, Measures of Central tendency & Dispersion, Merits and Demerits. Moments: Computation of moments, Skewness & Kurtosis by the method of moments.	22
II	Index Number: Introduction, Types, Construction of index numbers, Methods of determining index number, Tests, Cost of living index number. Correlation & Regression: Introduction, Correlation between two variables, Karl Pearson's method, Rank correlation, Lines of regression, Simple applications. Probability: Additive and Multiplicative laws of probability, Binomial & Poisson distributions, Simple applications.	23

Reference Books/ Text Books / Cases:

- * G.C. Beri, Business Statistics, TMH, New Delhi.
- * S. C. Gupta and V. K. Kapoor, Fundamentals of Mathematical Statistics, Sultan Chand & Sons, Delhi.
- * P. Gupta, Comprehensive Business Statistics, Laxmi Publications, Delhi.
- * J. K. Sharma, Business Statistics, Pearson Education, Delhi.
- * R.I. Levin and D. Rubin, Statistics for Management, PHI, Delhi.

Focus: This course focuses on Skill development and aligned with CO2

Course Outcomes: After completion of the course, student will be able to:

- * Recognize the basic concepts of business statistics
- * Learn how to solve real-life business problems using concepts of statistics
- * Understand the basics of regression and correlation and their application in business
- * Describe the probability theories, other mathematical concepts, and their utility in the business

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO2, PSO6
CO2	PO1, PO6 / PSO1, PSO2
CO3	PO1, PO4 / PSO1, PSO3
CO4	PO1, PO7 / PSO1, PSO7

BELO1010: BUSINESS ETHICS & VALUES

Introduction: This course in Business Ethics and Values brings to the fore the significance of having these two as principles of business for any firm which intends to survive in the long run

Objective: It would enable students to understand such concepts as needed in today's times to infuse a sense of trust in the minds of consumers.

Credits: 04

Semester II

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Meaning and Characteristics of Ethics, Concepts & Relevance of Business Ethics, Ethical & Unethical Behaviour in Management, Factors influencing Business Ethics Concept, Characteristics, and Classification of Values, Ethics, Morality and Value System, Ethics & Moral Decision Making, Factors affecting Values, Developing Value System in an Organisation, Values in Business Management, Values for Indian Managers, International Business ethics.</p> <p>Corporate Governance: Meaning, Objectives, Need, and OECD Principles of Corporate Governance, SEBI Code of Corporate</p>	22

	Governance, Corporate Disclosure and Investor Protection in India.	
II	<p>Social Responsibility: Meaning and Concept of Social Responsibility of Business, Levels & Approaches to Social Responsibility, Principles & Dimensions of Corporate Social Responsibility towards various Stakeholders.</p> <p>Contemporary Ethical Issues and Benchmarking: Meaning & Features of Indian Ethos, Principles of Indian Ethos in Management, Spiritual Managerial Values, 5 C's & holistic View to Management. Relevance of Mahabharata and Ramayana in Management. Trans-Cultural Human Values in Management Education. Meaning & Features of Benchmarking, Process and Types of Benchmarking.</p>	23

Reference Books/ Text Books / Cases:

- * Ghosh, B. Ethics in Management and Indian Ethos, Noida: Vikas Publishing House Pvt. Ltd.
- * Gogate, S. B. Human Values & Professional Ethics. Noida: Vikas Publishing House Pvt. Ltd.
- * Vasisht, N., & Rajput, N. Corporate Governance Values & Ethics. New Delhi: Taxmann Publications Pvt. Ltd.
- * Chakraborty, S.K., Values and Ethics for Organizations: Theory and Practices, OXFORD University Press, India
- * Khandelwal, N.M., Indian Ethos and Values for Managers, Himalaya Publishing House Pvt. Ltd., New Delhi
- * Relevant Case Studies

Focus: This course focuses on Employability and aligned with CO1

Course Outcomes: After completion of the course, student will be able to:

- * Identify the role of value system and ethics to differentiate between right and wrong decision
- * Know about Corporate Social Responsibility and its impact on today's businesses
- * Recognize the contemporary issues related to the fields of ethics and values at the global level.

Understand contemporary ethical issues and benchmarking

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO1, PSO2
CO2	PO4, PO3 / PSO1, PSO3
CO3	PO1, PO6 / PSO2, PSO6
CO4	PO1, PO4 / PSO1, PSO3

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BELO0011: REMEDIAL ENGLISH

Introduction: The course will include intensive reading, writing, and some listening practices thereby helping the students in improving their English.

Objective: The course will include intensive reading, writing, and listening practices. Special emphasis will be given on finding out the most frequent mistakes committed by students. The effort is to enable them to overcome these mistakes. In writing section, the focus will be on making correct sentences, guided writing, guessing word meaning in context. In reading and listening sections, the focus will be on understanding long sentences, studying the complex sentence structures and understanding main idea. The objective of the course is to help students attain a basic proficiency in reading and writing skills.

Credits: 04

Semester: II

L-T-P: 4-0-0

Module No.	Content	Teaching Hours
I	<p>STRUCTURE</p> <p>A.1. Tense and Voice: Introducing the tenses; Use of tenses in different situations; Usage of forms of verbs in tenses; Introduction of Voice; Active and Passive Voice in tenses; Voice Change.</p> <p>A.2. Reading Comprehension</p> <p>i. Analyzing a Text: Introducing the story 'Monkey's Paw' by W. W. Jacobs; Showing the video of the story 'Monkey's Paw'; Reading of the story 'Monkey's Paw' by W.W. Jacobs; Analysis of the form of the text: sentence structures & vocabulary; Analysis of the content of the text: interactive session.</p> <p>ii. Analyzing Unseen Passages: Reading a specimen text; Contextualizing the text; Vocabulary and sentence structure.</p> <p>B.1 Parts of Speech: Noun: countable and uncountable; Pronoun: Personal Pronoun; Adjective; Adverb; Preposition</p> <p>B.2. Reading Comprehension</p> <p>i. Analyzing a Text</p> <p>Introducing the story 'The Last Leaf' by O. Henry; Showing the video of the story 'The Last Leaf'; Reading of the story 'The Last Leaf' by O. Henry; Analysis of the form of the text: sentence structures & vocab; Analysis of the content of the text: interactive session.</p> <p>ii. Analyzing Unseen Passages</p> <p>(a) Reading a specimen text (b) Contextualising the text (c) Vocabulary and sentence structure</p>	23
II	<p>C.1. Narration: Introducing direct and indirect speech; Transformation: direct and indirect, different types of sentences; Situation of 'No change' in speech.</p> <p>C.2. Reading Comprehension:</p> <p>i. Reading an Essay: Reading of the essay 'On Saying Please' by A. G. Gardiner; Textual Analysis of the essay; Discussion with the students: interactive session; Sample question and answers.</p> <p>ii. Analyzing Unseen Passages: Reading a specimen text; Contextualising the text; Vocabulary and sentence structure</p> <p>C. 3.THEME BASED WRITING</p> <p><u>Adjectives for People, Adverbs of Time, Animals, Bank, Baseball, Body, Buildings and Places, Car Parts, City, Classroom, Clothes, The Basic Colors (American Spellings) (gray), The Basic Colours (British Spellings) (grey), Cooking, Desserts, Dinner Table, Family Members, Fruit, Geography, House, Restaurant, Tools, Transportation, Vegetables, Weather</u></p>	22

Text Books:

* Murphy, Raymond, *Intermediate English Grammar*. Cambridge University Press.

- * Robert J. Dixon. *Complete Course in English*. A new revised edition

References:

- * Hornby, A.S., *Advanced Learners' Dictionary of Current English*, OUP
- * Greenberg, Rondinone & Wiener. *The Advancing Writer Book I*, Harper Collins, College Publishers.
- * Liz and Soars. *Headway Pre-Intermediate*. OUP
- * Sharma, SD. *A textbook of professional Communication Skills & ESP for Engineers and Professionals*, Sarup & Sons, Delhi

Focus: This course focuses on Employability and aligned with CO2

Intended Outcomes: *After completion of the course, student will be able to:*

- * *Comprehend a text and answer the questions based on it clearly.*
 - * *Understand the importance of the use of tenses & voices in writing*
 - * *Remember the vocabulary & Apply them in terms of contextual and situational conversation.*
- Enhance theme base writing skills.*

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO4 / PSO1, PSO3
CO2	PO1 / PSO1, PSO2
CO3	PO1, PO6 / PSO2, PSO6
CO4	PO1, PO6 / PSO1, PSO2, PSO6

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BBAC0801: PRACTICAL ON COMPUTER APPLICATIONS

Introduction: This subject titled, 'Practical on Computer Applications' would ensure that the students get real-time insights into the practical usages of computers and its various applications.

Objective: To make students acquainted with handling of the computers and its tools. Also, it would enhance their learning of internet and email.

Credits: 02

Semester II

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Getting started with MS-Word: Starting Word, Opening a saved Word document, Entering text, Previewing, Editing, Saving, Navigate, Scroll through text, Insert and delete text in a document, Select text, Undo and redo commands, Formatting, Format and align text, Line and paragraph spacing, Add bulleted and numbered lists, Using Editing and Proofing Tools, Document views, Spell and grammar check, Shortcut Menus, Page Border, headers and footers, Insert and delete a page break, Insert page numbers, Insert the date and time, Insert special characters.</p> <p>MS-PowerPoint: Difference between presentation and Document, Using Power Point, Using Wizard for creating a presentation, Creation of Presentation, Title, Text Creation, Fonts and Sizes, Importing text from word documents, Moving to next Slide, The Slide manager, Animation effects, Slide Designs, Background and Text colors, Making your own slide format, Footnotes and slide numbering, Presentation of the Slides, Using the Slide Show, Printing the Slides and Handouts.</p> <p>Microsoft Excel: Concepts of Workbook & Worksheets; Various Data Types; using different features with data, Cell and Texts; Inserting, Removing & Resizing of Columns & Rows; Working with Data and Ranges; entering data into worksheet, saving & quitting worksheet, Opening and moving around in an existing worksheet, Toolbars and menu, keyboard shortcuts, Working with single and multiple workbook-copying, renaming, moving, adding and deleting, copying entries and moving between workbooks, Different Views of Worksheets; Column Freezing, Labels, Hiding, Splitting etc., Using different features with Data and Text; Use of</p>	22

	Formulas, Calculations and Functions; Cell Formatting including Borders & Shading; Working with Different Chart Types; Printing of Working & Worksheets with various options.	
II	<p>MS-Windows and Internet: Operating System & basics of windows, Managing Files, Folders, Renaming Files and Folders, Creating New Folders, Searching Files and Folders, Renaming, deleting files and folders Copying and Moving Files and Folders from one drive to another, Window Accessories: Calculator-Standard and Scientific, Notepad, Paint and its various tools, WordPad, Character Map.</p> <p>Basics of Networking & Communication: Concept & applications of Internet, services on internet, www & Web browsers, surfing, chatting, E-mail & Document handling, Creating E-mail address, Sending and Receiving E-mail, Attaching files along with mail, zipping of files..</p>	23

Reference Books/ Text Books / Cases:

- * Jain, P., & Arora, S. Window based computer courses. Jalandhar: S. Vikas & Co.
- * Norton, P. Introduction to computers. New Delhi: Tata McGraw Hill.
- * Singh, V. Simplified MS-Office 2007. New Delhi: Computech Publications Ltd.

Focus: This course focuses on Employability and aligned with CO1

Course Outcomes: After completion of the course, student will be able to:

- * Understand and use MS-word, MS-PowerPoint, MS-Excel etc.
- * Comprehend computer-related business and managerial activities
- * Put to use internet and E-mail facilities to perform different functions of business at faster pace.

Analyze the operating system of computers for day-to-day computer operations.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO1, PSO2
CO2	PO4, PO3 / PSO1, PSO3
CO3	PO5, PO7 / PSO1
CO4	PO6, PO1 / PSO5, PSO7

BBAC0802: BUSINESS ACUMEN - II

Introduction: This course has been designed in a way that it carries forward the learning of the first semester with regard to inculcating various business-related aspects in their personality.

Objectives: To help students understand what goes into making a successful business
To develop a better awareness in the students regarding the intelligence as required in today's times

Credits: 02

Semester II

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Better Analysis of Business News from Newspapers/Magazines- Getting understanding of how various news articles could be used to generate better comprehension on business</p> <p>Group Discussions on Current Business Issues- Putting on table the issues which are being faced by businesses in the form of discussions and how they can be solved</p> <p>Videos of inspirational business stories and international best business practices (such as Toyota, Honda, Sony, Hyundai, etc.)</p> <p>Inter-class discussions with other classes of the same course on</p>	22

	<p>various issues related to business</p> <p>Comprehensive Understanding and Analysis of Union Budget- Analyzing the nuances of the union budget and its impact on the overall functioning of the economy thereby making sense of it for carrying out business</p> <p>Brain-storming Sessions- Dealing with situations of conflict and working out solutions of the same</p>	
II	<p>Business Case Studies- Analyzing and discussing various business-related cases</p> <p>Learning by doing- role plays on business related issues highlighting various aspects related to it</p> <p>Debate on Current Issues- Analyzing the various trends and contemporary issues and linking them with business</p> <p>Extempore –on-the-spot speaking ability, it being a necessary skill for succeeding in business</p> <p>Internet-readiness and Computer Familiarity – Knowing about such terms as SEO, handling of mails, Editing word and ppt documents, etc. as found in business</p> <p>Learning through Simulation Games Let students develop their spontaneous and creative self through simulation games</p>	23

Reference Books/ Text Books / Cases:

- * Batra, P. Brainstorming Forcreativity & Innovation, New Delhi: Batra Booka.
- * Carell, Negotiating Essentials:Theory , Skills and Practices. Pearson EducationDeo, K. Group Discussion. Ramesh Publishing House.
- * Lawndes, L., *How to Talk to Anyone*, New York , McGraw Hill Education

Focus: This course focuses on Employability and aligned with CO1

Course Outcomes: *After completion of the course, student will be able to:*

- * *Comprehend the happenings around them and utilize the learning*
- * *Feel confident and comfortable to participate in group exercises*
- * *Attempt cases solving thus understanding a business scenario better*

Discuss the functioning of the union budget and its role in businesses decision making

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO4 / PSO1, PSO3
CO2	PO1, PO6 / PSO1, PSO2
CO3	PO5, PO7 / PSO1

CO4	PO2, PO1, PO5 / PSO1, PSO5
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BBAC0006: MARKETING MANAGEMENT

Introduction: *This subject of marketing management has been designed to give insights into the subject so as to prepare the students about the various concepts related to it.*

Objectives: To enable the students get insights into the fundamentals of marketing as well as the significance of 4 Ps in the success of any organization.

Credits: 04

Semester III

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Basics of Marketing: Marketing and its Core Concepts, Marketing Management Definition, Scope and Functions of Marketing, Sales v/s Marketing, Classification of Market Marketing Environment- Micro and Macro, Market Segmentation, Targeting and Positioning. Managing the 4 Ps: Product: Basic Concepts, Product Classifications, Product Differentiation, Product Mix, Product Life Cycle, Packaging, Labeling & Branding. Pricing: Objectives & Significance of Pricing, Factors affecting Pricing, Methods, and Strategies.	23
II	Managing the 4 Ps: Distribution: Defining Channels, Levels/Types of Channels, Functions & Importance of Channels, Factors affecting Choice of Distribution Channels. Promotion: Significance, Elements of Promotion Mix, 5 Ms of Advertising, Factors affecting Promotion Mix Decisions The Evolving Concepts in Marketing: Introduction to Services Marketing, Basics of International Marketing, Introduction to Marketing Information System, Marketing Research, Introduction to Strategic Marketing, Introduction to Rural Marketing, Introduction to e-Marketing including social media marketing/digital marketing, Introduction to Retail Marketing, Introduction to Green Marketing	22

Reference Books/ Text Books / Cases:

- * Chhabra, T. N., Principles of Marketing, New Delhi: Sun India
- * Kumar, A., & Meenakshi, N. Marketing Management. New Delhi: Vikas Publishing House Pvt. Ltd.
- * Etzel, M. J., Walker, B. J. & Stanton, W. J. Fundamentals of Marketing. New Delhi: Tata McGraw Hill.
- * Gopal, V. Marketing Management. New Delhi: Sage Publication.
- * Kotler, P. Marketing Management. New Delhi: Prentice Hall Of India.
- * Ramaswamy, V.S., Namakumari, S. Marketing Management: Global Perspective Indian Context, Macmillan Publishers India.
- * Saxena, R. Marketing Management. New Delhi: Tata McGraw Hill.

Focus: This course focuses on Skill development and aligned with C03

Intended Outcomes: By the end of the session, student will be able to:

- * Learn fundamental concepts of marketing management
 - * Comprehend various elements of marketing mix as well as their influence on functioning of an organization
 - * Identify various components of Marketing Environment.
- Discuss various evolving marketing concepts

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO4 / PSO1, PSO3
CO2	PO2, PO1, PO5 / PSO1, PSO5
CO3	PO4, PO3 / PSO1, PSO3
CO4	PO1, PO6 / PSO2, PSO6

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BBAC0007: PRODUCTION & OPERATION MANAGEMENT

Introduction: This course in productions and operations management intends to familiarize the students with the basics of this subject.

Objectives: To enable the students gain insights into the various issues related to the fields of production and operations management.

Credits: 04

Semester III

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Concept of Production, Production System & its elements, Types of Production Systems, Concept, Evolution, Nature, Objectives & Scope of Production and Operations Management, Location Planning – Concept, Significance, Factors Influencing & Methods, Plant Layout – Concept, Significance & Types, Principles, Factors of Good Plant Layout, Concept of Assembly Line.</p> <p>Production Planning & Control: Concept, Need, Factors, Types and Elements of Production Planning, Production Scheduling: Concept, Types Materials Requirement Planning (MRP), Concept, Objectives & Elements of Production Control, Pre-requisites of Effective Production Planning & Control System, Maintenance Management: Plant Maintenance – Concept, Importance & Types, Productivity – Concept, Significance & Measurement, Techniques for Productivity Improvement</p>	23
II	<p>Inventory & Quality Management: Meaning, Need & Types of Inventory, Meaning, Objectives and Functions of Inventory Control, Models of Inventory Control – Fixed Quantity System, Fixed Period System, EOQ Model, ABC Analysis, VED Analysis, Material Management: Concept, Importance, Functions, Issue of Materials, Purchasing: Concept, Procedure, Principles, Meaning & Determinants of Quality and Quality Control, Statistical Quality Control, Control Charts & Acceptance Sampling, Numerical.</p>	22

Reference Books/ Text Books / Cases:

- * Bedi, K. Production & Operations Management. New Delhi: Oxford University Press.
- * Buffa, E. S., & Sarin, R. K. Modern Production / Operations Management. New Delhi: Willey

- * India.
- * Chunawalla, S. A., & Patel, D. R. Production & Operations Management. New Delhi: Himalya Publishing House.
- * Gupta, C. B. Operations Management and Control. New Delhi: Sultan Chand & Sons.
- * Khachru, U. Production & Operations Management. New Delhi: Excel Books.
- * Khanna, R. B. Production & Operations Management. New Delhi: Prentic-Hall India Pvt. Ltd.
- * Saxena, J. P. Production & Operations Management. New Delhi: Tata McGraw Hill.

Focus: This course focuses on Skill development and aligned with CO2

Course Outcomes: After completion of the course, student will be able to:

- * Define the concepts related to production and operation management.
- * Identify how planning and control are carried out vis-à-vis production process.
- * Understand the significance of inventory and quality management.
- * Apply and use production and operation management techniques in business situations.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO1, PSO2
CO2	PO4, PO3 / PSO1, PSO3
CO3	PO1, PO6 / PSO2, PSO6
CO4	PO1, PO4 / PSO1, PSO3

BBAC0008: BUSINESS COMMUNICATION

Introduction: The course in communication intends to acquaint the students with the basics of communication and various techniques associated with it.

Objectives: To familiarize the students with the fundamentals of business communication for professional purposes with the aid of modern technology.

Credits: 04

Semester III

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Communication: Meaning, Nature & Importance, 7 Cs of Effective Communication, Process. Types of Communication: Formal & informal and verbal & nonverbal, Flow of communication. Barriers and Overcoming Barriers.</p> <p>Professional skills & Basic Etiquettes: Do's and Don'ts, Extempore – speech of introduction, speech of thanks, occasional speech, theme speech and Role Play.</p>	23

	<p>Business Letters: Characteristics of a Good Business Letter, Structure/Layout of a Business Letter.</p> <p>Types of Business Letters: Orders, Adjustment, Complaint, Sales, Business Circulars, Request, Congrats, Thank you, Cover letter & Applications.</p> <p>Official Communication: Minutes of Meeting - Types (Resolution and Narration), Guidelines for writing Minutes, Memorandum.</p>	
II	<p>Digital Communication: E-Mail Writing, Role of Social Media & Video conferencing, Modern Tools of Communication and their Importance.</p> <p>Business Reports: Characteristics of a Good Report, Types of Report, Steps in Writing a Business Report, Layout of Business Report.</p> <p>Interview: Nature, Types of Interview (Personal, Telephonic, Group, Panel, Structured, Semi-structured, Unstructured and Stress Interview), Do's and Don'ts of Interview.</p> <p>Writing Resume, Difference between Resume and CV. Mock Interview activity.</p> <p>Business language and presentation Importance of Business language, Vocabulary Words often confused, Words often misspelt, Common errors in English.</p>	22

Reference Books/ Text Books / Cases:

- * Chhabra, T. N. Effective business communication. New Delhi: Sultan Chand & Sons.
- * Lesikar, R. V. Business communication. New Delhi: Tata McGraw Hill.
- * Pal, R., & Korlahalli, J. S. Essentials of business communication. New Delhi: Sultan Chand & Sons.
- * Sharma, R. C. & Mohan, K. Business correspondence & report writing. New Delhi: Tata McGraw Hill
- * Professional Presentations by Malcolm Goodale, Cambridge University Press, South Asian Edition.
- * Developing Communication Skills by Macmillan, 2nd edition.
- * Basic Business Communication Skills for Empowering the Internet Generation by Lesikar, R.V. & Flatley, M.E., TMGH, New Delhi.
- * Media and Communication Management by C.S. Rayudu, Himalaya Publishing House, Bombay
- * Business Communications: From Process to Product by Bowman, J.P. & Branchaw, P.P., Dryden Press, Chicago.

Focus: This course focuses on Skill development and aligned with C03

Course Outcomes: *After completion of the course, student will be able to:*

- * Knowledge of various concepts, processes and importance of communication
- * Understand the communication techniques and their usage in professional set-ups.
- * Learn the skills related to effective letter writing & prepare business reports
Face interviews and learn effective presentations

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO4, PO3 / PSO1, PSO3
CO2	PO5, PO7 / PSO1
CO3	PO6, PO1 / PSO5, PSO7
CO4	PO1, PO4 / PSO1, PSO3

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BALO0103: PATENT AND COPYRIGHT LAW

Introduction: This course on patent and copyright law would help the students in getting an outlook of Intellectual property laws and its importance

Objective: To enable the students in terms of understanding the various concepts related to Patents and copyrights and general Intellectual property rights aspects.

Credits: 04

Semester III

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Intellectual property: Meaning, Nature and significance, Historical and philosophical background of patents and other intellectual property, Various forms of intellectual properties: copyright, patent, trademark, design, geographical indication, semiconductor and plant variety, Major international instruments relating to the protection of intellectual properties: the Paris Convention, 1883, the Berne Convention, 1886, the WIPO Convention, 1967, the TRIPs Agreement, 1994 etc. The Copyright Act, 1957 : Copyright: Meaning, scope, Subject matter of copyright: original literary, dramatic, musical, artistic works; cinematograph films and sound recordings, Ownership of copyright.	22
II	Assignment and license of copyright, Infringement and exceptions of infringement of copyright and remedies against infringement of copyright: civil, criminal and administrative, An overview of the Copyright Amendment Act 2012 The Patent Act, 1970 : Meaning, Criteria for patentability and non-patentable inventions, Procedure for registration and term of protection Grants of patent, rights of patentee and revocation of patent, Compulsory licence and government use of patent, Infringement, exceptions to infringement of patent and remedies, Patent office and Appellate Board., An overview of The Patent (Amendment) Act, 2005	23

Reference Books/ Text Books / Cases:

- * W.R.Cornish and D. Llewelyn, Intellectual Property: Patents, Copyrights, Trade Marks and Allied Rights, Sweet & Maxwell.
- * Lionel Bently and Brad Sherman, Intellectual Property Law, Oxford University Press
- * P. Narayanan, Intellectual Property Law, Eastern Law House
- * B.L. Wadehra, Law Relating to Intellectual Property, Universal Law Publishing Co.
- * V.K. Ahuja, Law Relating to Intellectual Property Rights, LexisNexis

Focus: This course focuses on Skill development and aligned with CO4

Course Outcomes: After completion of the course, student will be able to:

- * Understand that without patent and copyright protection in the start-up phase, there would have been many copiers and the company and the individual in the long run cannot survive.
- * Recognise the way of filing patent and copyright laws
- * Understand the basic concepts of Intellectual property laws

* Learn modern strategies of the companies related to copyrights and patents

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Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO5, PO7 / PSO1
CO2	PO6, PO1 / PSO5, PSO7
CO3	PO1, PO4 / PSO1, PSO3
CO4	PO6, PO1 / PSO5, PSO7

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BAL00101: LEGAL AND REGULATORY FRAMEWORK OF BUSINESS

Introduction: This course in Legal and Regulatory Framework of Business deals with the acts which have been formed and implemented from time to time thus ensuring the smooth functioning of businesses in the Indian commercial scene.

Objectives: To enable the students to grasp the details as to how things function with regard to the various contracts and acts which are essential for running a business.

Credits: 04

Semester III

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Indian Contract Act, 1872: Introduction, Nature & Classification of Contracts, Offer and Acceptance, Capacity of Contract, Free Consent, Consideration, Agreements Declared Void, Contingent contracts, Quasi Contracts, Discharge of Contracts, Breach of Contract, Remedies for Breach of Contract. Special Contracts – Indemnity, Bailment and Pledge. Highlights of Indian Partnership Act 1932 and LLP Act, 2008, A brief introduction of Patent law, copyright law and Trademark Law in India.	23
II	The Sale of Goods Act – 1930: Introduction, Formation of the Contract of Sale, Goods and their Classification, Conditions and Warranties, Transfer of Title by Non-Owners, Unpaid Seller and His Rights, Sale by Auction. Negotiable Instrument Act –1881: Nature and Characteristics of Negotiable instruments, Kinds of Negotiable Instruments- Promissory Notes, Bills of Exchange and Cheques, Crossing of Cheques, Clearing Cycle of Cheques, Bouncing of Cheques & procedure for bouncing of cheques.	22

Reference Books/ Text Books / Cases:

- * Bulchandani, K.R., Business Law for Management. Mumbai: Himalaya Publishing House.
- * Gulshan, S. S., & Kapoor, G. K. Business Law. New Delhi: New Age International Pvt. Ltd.
- * Kuchhal, M. C. Business Law. Noida: Vikas Publishing House Pvt. Ltd.
- * Mathur, Satish, Business Law.
- * Tulsian, P. C. *Business Law*. New Delhi: Tata McGraw Hill Pvt. Ltd

Focus: This course focuses on Skill development and aligned with CO1

Course Outcomes: *After completion of the course, student will be able to:*

- * *Understand the basic concepts, provisions and nature of laws which helps the management students in doing business.*
- * *Explore the functionality of different business organizations and their registration process.*
- * *Design a business plan under the roof of legal protection*
- * *Examine the various benefits given by the different Acts in ease of doing business*

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO1, PSO2
CO2	PO4, PO3 / PSO1, PSO3
CO3	PO1, PO4 / PSO1, PSO3
CO4	PO6, PO1 / PSO5, PSO7

BBAC0803: BUSINESS ACUMEN - III

Introduction: This course has been designed keeping in mind the requirements of those students with regard to developing acumen towards business-related scenarios and related decisions.

Objective: To help students develop their acumen towards numerous business scenarios and business-related situations.

Credits: 02

Semester III

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Analysis of Business reports from various written sources- Use the information as found in written sources for understanding how businesses are run and prosper in modern competitive era.</p> <p>Classroom Discussion on General Awareness - Discussion on the latest trends in the fields of day-to-day innovations and developments related to business arena.</p> <p>Elements of Business Acumen - Introductory sessions based on understanding one's thought process, developing business knowledge, effective use of management process, management and leadership skills and focus on development of strategic thinking.</p> <p>Building of Acumen fund - Development of acumen fund in various organization on host of issues which enables students towards valuing a social venture, skill centre for social entrepreneurship and addressing the critical gaps between nothing ventured, nothing gained and social enterprise.</p>	22
II	<p>Lessons of Business Conglomerates- Analysis of market and macro- economic environments, business relations, project management and value drivers of the organization.</p> <p>Various Case Studies - Analysis and discussion on different case study on relevant business issues like Oxford SAID Business School, Michigan Business School, Harvard Business School, etc.</p> <p>People Skills through social media and business - Dialogue delivery in class room about how social media has come to develop various business practices like ability to influence, negotiation skills, decision-making, collaborative working and communication.</p> <p>Leadership Skills through individual classroom Presentation - Topics like team building, driving performance, change management, and ability to motivate</p>	23

	and inspire.	
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Reference Books/ Text Books / Cases:

- * Bhowan, I., Improve Your Presentation Skills with CD: How To Make Effective Presentations and Influence Clients Noida, UBS Publishers Distributors Pvt. Ltd.
- * Batra, P. Brainstorming For creativity & Innovation, New Delhi: Batra Books.
- * Carell, Negotiating Essentials: Theory, Skills and Practices. Pearson Education Deo, K. Group Discussion. Ramesh Publishing House.
- * Dave, Capuzzi. Approaches to Group Work: A Handbook for Practitioners.
- * London: Prentice Hall.
- * Gerald and M.S., Corey. Groups Process and Practice: 7th Ed., Thomson: Brooks/Cole -Corey.
- * Kawasaki, G., & Fitzpatrick, P. The Art of Social Media: Power Tips for Power Users. Penguin.
- * Lewis, N, Word Power Made Easy. New York, Pocket Books.
- * Lynch, P. Time Power: A Proven System for Getting More Done in Less Time Than You Ever Thought Possible. Applied Management and Entrepreneurship New York, McGraw Hill Education.
- * Lawndes, L., How to Talk to Anyone, New York, McGraw Hill Education.
- * Relevant Case Studies

Focus: This course focuses on Skill development and aligned with C03

Course Outcomes: After completion of the course, student will be able to:

- * Grasp the intricacies of the business world and make sense of the same
- * Describe their thoughts and opinion on multiple issues effectively.
- * Be more aware and augment their communication skills.

Recognise and apply the subjective knowledge practically in real corporate situations.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO1, PSO2
CO2	PO1, PO4 / PSO1, PSO3
CO3	PO1, PO5, PO7 / PSO1
CO4	PO1, PO6 / PSO1, PSO6
CO5	PO1, PO6 / PSO2, PSO6

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BBAC0009: FUNDAMENTALS OF BANKING & INSURANCE

Introduction: *The subject covers the fundamentals of banking as well as insurance as applicable on individuals and organizations within the larger economic system.*

Objective: *To enable the students in getting an outlook of how banking & insurance businesses work on day-to-day basis and how things are done in a professional business set up.*

Credits: 04

Semester IV

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Banking and Deposit Accounts: Concept of Banking & e-Banking, Businesses permitted for a Banking Company, Services Rendered by Banks, Rights and Obligations of Banker, Types & Features of Deposit Accounts.</p> <p>Customer Accounts: Definition of Customer & Various types of Bank Customers- Minor, Joint Account & HUF, Partnership Firm, Clubs, Societies & Charitable Institutions, Joint Stock Companies</p> <p>Credit Styles & Secured Advances: Styles of Credit -Overdraft, Cash Credit & Term Lending, Secured Advances –Modes of</p>	23

	Creating Charge- Lien, Pledge, Hypothecation, Mortgage, Sub-Mortgage and Assignment	
II	Introduction of Insurance: Meaning, Functional and Legal Definitions of insurance, Functions, Role & characteristics of Insurance, Principles of Insurance, Essentials of insurance contract Classification & organization of Insurance: General Insurance: Basic Concepts, Features of Fire Insurance, Marine Insurance & Accidental insurance, Life Insurance: Concept & Salient Features	22

Reference Books/ Text Books / Cases:

- * Ganguly, A. Insurance Management. New Delhi: New Age International.
- * Gopinath, M. N. Banking Principles & Operations. Mumbai: Snow White Publications Pvt. Ltd.
- * Gulati, N. C. Principles of Insurance Management. New Delhi: Excel Books.
- * Patukale, Kshitij, Banking Finance & Economics. Macmillian Publishers India
- * Shekhar, K. C., & Shekhar, L. Banking - Theory & Practice. Noida: Vikas Publishing House Pvt.

Focus: This course focuses on Skill development and aligned with CO1

Course Outcomes: After completion of the course, student will be able to:

- * Discuss the concept of banking & Insurance and various types of accounts & credits
- * Understand about banking & insurance & its importance in today's business world.
- * Relate their learning to solve the issues faced by banking & insurance.

Classify the various types of insurance policies.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO1, PSO2
CO2	PO1, PO6 / PSO2, PSO6
CO3	PO5, PO7 / PSO1
CO4	PO1, PO6 / PSO1, PSO6

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BBAC0010: BUSINESS RESEARCH

Introduction: This course in business research has been designed keeping in mind the significance of it in management studies and how it can be used in business scenarios.

Objectives: To enable the students to gain insights into how research is carried out in business and how they can benefit from it

Credits: 04

Semester IV

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction of Research Methodology: Meaning, Objective, Types and Significance of Research,</p> <p>Nature and Scope of Business Research –Role of Business Research in decision making. Applications of Business Research</p> <p>The Research process –Steps in the research process; the research proposal; Problem Formulation: Management decision problem vs. Business Research problem.</p> <p>Concept of Research Problem, Defining Research problems, Literature Review, Formation of Hypothesis, Research Design: Types of Research Design, Research design in case of different research studies.</p> <p>Sampling: Concept, Census vs. Sampling, Advantages and Limitation of Sampling, Sampling process, Types of Sampling: Non- probability sampling techniques, Probability sampling techniques, Sampling and non sampling errors, Criteria of a Good Sampling Design.</p>	23
II	<p>Measurement and Scales: Levels of measurement—Nominal, Ordinal, Interval and Ratio, Attitude Measurement: Comparative scaling techniques, Non-comparative scaling techniques</p> <p>Questionnaire Designing: Types, Guidelines for developing a good questionnaire. Creation of online questionnaire.</p> <p>Data Preparation And Analysis: Data collection: primary and secondary data collection, observation methods and survey method Methods for data collection. Data preparation & preliminary analysis, practices through Excel (Basic Concepts) and SPSS, Statistics in Research, Data Presentation using Charts and Diagrams</p> <p>Report Writing: Types of Research Reports, Guidelines for Writing a Report, Report Format, Guidelines for evaluating a report.</p>	22

Reference Books/ Text Books / Cases:

- * Cooper, D. R., & Schindler, P. S. Business Research Methods. New Delhi: Tata McGraw-Hill.
- * Kothari, C. R. Research Methodology -Methods & Techniques. New Delhi: New Age Publishers.
- * Sachdeva, J. K. Business Research Methodology. New Delhi: Himalaya Publishing House.
- * Sekaran, U. Research Methods for Business -A Skill Building Approach. New Delhi: Wiley India Pvt. Ltd.
- * Srivastava, T. N., & Rego, S. Business Research Methodology. New Delhi: Mc. Graw-Hill.
- * RajendraNargundka Marketing Research : Text & Cases, Tata McGraw Hill
- * Zikmund, Essentials of Marketing Research, Cengage Learning.

Focus: This course focuses on Skill development and aligned with C02

Course Outcomes: After completion of the course, student will be able to:

- * Understand the nuances involved in Creativity & Innovation.

- * *Extend their knowledge with creative and innovative thinking styles.*
 - * *Illustrate the research principles in business situations to optimize resource utilization.*
- Demonstrate various aspects of project planning*

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO4 / PSO1, PSO3
CO2	PO1, PO6 / PSO1, PSO2
CO3	PO5, PO7 / PSO1
CO4	PO2, PO1, PO5 / PSO1, PSO5

BBAC0011: FINANCIAL MANAGEMENT

Introduction: *The subject aims to acquaint the students in grasping the details as to how things function at the financial part and how decisions are taken for the betterment of the same.*

Objectives: *Students would be able to develop a basic understanding about financial management and the role it plays in the overall performance of a Business*

Credits: 04

Semester IV

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Nature, scope and objectives of financial management, Role of Finance Manager, Profit Maximization vs. Wealth Maximization, Time value of money, Risk and return-Concept and Calculation (including Capital Asset Pricing Model).</p> <p>Cost of Capital and Financing Decision: Sources of long-term financing, Estimation of components of cost of capital, Methods for calculating Cost of Equity, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital.</p> <p>Capital Structure- Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and Financial leverage. Determinants of capital structure.</p>	22
II	<p>Capital Budgeting: The Capital Budgeting Process, Cash Flow Estimation, Payback Period Method, Discounted Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk-Certainty Equivalent Approach and Risk-Adjusted Discount Rate.</p> <p>Dividend Decisions: Theories for Relevance and irrelevance of dividend decision - Walter's Model, Gordon's Model, MM Theory, Cash and stock dividends. Dividend policies in practice and Determinants of Dividend.</p> <p>Working Capital Decisions: Concepts of working capital, Permanent and Variable working capital, balanced working capital position, Determinants of working capital, Issues in working capital management, Numerical.</p>	23

Reference Books/ Text Books / Cases:

- * Khan, M.Y. and P.K. Jain, Financial Management: Text and Problems, Tata McGraw Hill
- * Horne, Van; James C., John Wachowicz, Fundamentals of Financial Management, Pearson Education
- * Srivastava, Rajiv, and Anil Mishra, Financial Management, Oxford University Press, UK
- * Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
- * Chandra, P. Financial Management-Theory and Practice, Tata McGraw Hill
- * Bhalla, V. K., Financial Management & Policy, Anmol Publications, Delhi

Focus: This course focuses on Employability and aligned with CO2

Course Outcomes: After completion of the course, student will be able to:

- * Discuss the principles and practices of financial management to solve business problems
- * Make financial decision making effectively
- * Illustrate the composition of different securities in the total capital structure.
Demonstrate the cost of capital, investment decisions and dividend decisions

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO4 / PSO1, PSO3
CO2	PO1, PO6 / PSO1, PSO2
CO3	PO5, PO7 / PSO1
CO4	PO2, PO1, PO5 / PSO1, PSO5

BBAC1012: HUMAN RESOURCE MANAGEMENT

Introduction: *This course in human resource management will give insights to the students so as to make them understand the concept underlying this subject. It will be helpful for them to develop a broad view of the subject.*

Objectives: *To acquaint the students with the basic concepts which characterize the field of human resource management. The course will help them in understanding how a company arrives at the best possible fit for its employees vis-à-vis the tasks given to them.*

Credits: 04

Semester IV

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Meaning, Definition, Nature & Scope of Human Resource Management, HR Functions, External & Internal Forces of HR Environment, Concept & Importance of HR Planning, Concept of Human Resource Development and Difference between HRM & HRD.</p> <p>Acquiring & Training Human Resource: Meaning, Process & Sources of Recruitment, Meaning, Definition & Process of Selection, Barriers to Effective Selection, Concept of Placement & Induction.</p>	22

II	<p>Meaning, Nature, Need, Importance and Types of Training, Methods & Techniques of Training, Principles of Effective Training, Meaning, Nature and Objectives of Compensation Management, Components of Remuneration.</p> <p>Developing & Managing Human Resource: Meaning, Concept, Objectives & Process of Executive Development, Meaning, Purpose, Principles, Dimensions and Process of Performance Management, Meaning & Methods of Performance Appraisal, Barriers to Performance Appraisal, Fundamental Concept of Potential Appraisal, Career Planning.</p>	23
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Reference Books/ Text Books / Cases:

- * Aswathappa, K. Human Resource & Personnel Management - Text & Cases. New Delhi: Tata McGraw-Hill.
- * DeCenzo, D. A., & Robbins, S. P. Personnel / Human Resource Management. New Delhi: Prentice-Hall of India .
- * Dessler, G. Human Resource Management. New Delhi: Person Education.
- * Pareek, U., & Rao, T. V. Designing & Managing Human Resource Systems. New Delhi: Oxford & IBH Publishing Co. Pvt. Ltd.
- * Pattanayak, B. Human Resource Management. New Delhi: Prentice-Hall of India

Focus: This course focuses on Employability and aligned with CO2

Course Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts of Human resource Management (HRM), HR functions, external and internal forces influencing the HRM practices.
- * Describe how human resource is acquired and trained.
- * Define the concept of placement & induction, type of training etc.
- * Understand how a company arrives at the best possible fit for its employee's vis-à-vis the tasks given to them.
- * State the role human resource management plays in an organization with fundamental concept of potential appraisal and career planning.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO4 / PSO1, PSO3
CO2	PO1, PO6 / PSO1, PSO2
CO3	PO1, PO5, PO7 / PSO1
CO4	PO1, PO6 / PSO1, PSO6

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BAL01108: CONSUMER PROTECTION LAWS

Introduction: *The subject aims to acquaint the students in grasping the details as to consumer protection law and right of consumer for the betterment of the same.*

Objectives: *Students would be able to develop a basic understanding about Consumer protection and law in relation of their protection.*

Credits: 04

Semester IV

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Consumer relations, market development, consumerism and globalization, Legislative Framework: Evolutionary steps of Consumer Protection Laws in India- Historical Approach; Consumer Protection Act, 2019- Legislation objectives, Definitions, Rights of consumer, Consumer Dispute Redressal Forum: Three tier system (grievance redressal), Jurisdiction, Complainants under Consumer Protection Act. Appeals and adjournments, Relief to consumer, limitations and other procedures. Role of UN in consumer rights.	23
II	Features of Competition Act, 2002; Highlights of Food Safety and Standards Act, 2006; Features of Legal Metrology Act, 2009. Case Studies of Consumer Protection: Goods – laws on manufacturing defects; Service – Airlines, Banking & Insurance, Medical & Lawyers negligence Emerging Issues In Consumer Protection And Law: Role of Civil Society in Consumer Protection, E-Commerce and Consumer Rights, ADR in resolution of Consumer disputes.	22

Reference Books/ Text Books / Cases:

- * Consumer Protection Act; object and purpose of the Act and need to avoid references of consumers' complaints to civil courts, T.N. Pandey.
- * Law of Consumer Protection in India, D.N. Saraf, N.M. Tripathi. Comp LJ 10
- * Law of consumer protection, Singh Avtar
- * Consumer Protection, Dr. V.K. Agarwal, Bharat Publication.
- * Consumer Law in the information society, Wilhelm & son et. al.
- * Consumer Protection in the 21st Century: A Global Perspective, William T. Vukowich,

Focus: This course focuses on Employability and aligned with CO2

Course Outcomes: After completion of the course, student will be able to:

- * Comprehend the prevailing law on consumer protection in India.
- * Awareness about basic procedures for handling consumer dispute.
- * Recognizing major international instruments on consumer protection.
- * Grasping the evolving questions and policy issues in consumer law for future research.
- * Understand the nuances related to consumer protection & e-commerce

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO1, PSO2
CO2	PO2, PO1, PO5 / PSO1, PSO5
CO3	PO5, PO7 / PSO1

CO4	PO2, PO1, PO5 / PSO1, PSO5
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BAL00106: COMPANY LAWS

Introduction: This course in company law has been prepared to make the students aware of the role which it plays in the day-to-day functioning of an organization.

Objectives: To enable the students with regard to gaining insights into conduct of any business organization and how its sound knowledge helps a firm to perform in a smooth way.

Credits: 04

Semester IV

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Fundamental Issues: Meaning, Nature and Characteristics of Company, Classification of Companies, Formation of company: Promotion, Incorporation and Registration of a Company including Introduction of E-Registration process. Memorandum of Association, Articles of Association, Prospectus, Types of Prospectus, Misstatement in Prospectus.</p> <p>Highlights of Recent amendment in company laws,</p> <p>Functional Aspects: Meaning and Types of Shares and share capital, Dematerialization of shares, Issue & Allotment of Shares, Debentures and its types. Some Landmark case laws.</p>	22
II	<p>Directors: Definition, kinds of directors, Appointment, Powers, Rights and Duties of directors, Meetings, kinds of meetings, Resolutions.</p> <p>Management & Control: Prevention of Oppression and Mismanagement in Company, Lifting of Corporate Veil, Doctrine of Constructive Notice, Doctrine of Indoor Management, Constitution of NCLT & its functions, A brief introduction of the provisions of IBC, 2016 (Insolvency & Bankruptcy code), Winding up of Company</p> <p>Leading judicial pronouncements related to corporate veil, NCLT & IBC etc.</p>	23

Reference Books/ Text Books / Cases:

- * Bagrial, A. K. Company Law. Noida: Vikas Publishing House Pvt. Ltd.
- * Gogna, P. P. A Textbook Of Company Law. New Delhi: S. Chand Publisher
- * Gulshan, S. S. Company Law. New Delhi: Excel Books.
- * Gulshan, S.S., & Kapoor, G. K. Business Law including Company Law. New Delhi: New Age International Pvt. Ltd.
- * Singh, A. Company Law. New Delhi: Eastern Book Company

Focus: This course focuses on Employability and aligned with CO1

Course Outcomes: After completion of the course, student will be able to:

- * Recognise the fundamentals about the formation and types of companies.
- * Understand the procedure of issue of shares and SEBI Guidelines
- * Understand the role which company law plays in the affairs of a business firm.
- * Identify how various laws prevent any sort of mismanagement in a company

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO5, PO7 / PSO1
CO2	PO6, PO1 / PSO5, PSO7
CO3	PO1, PO4 / PSO1, PSO3
CO4	PO6, PO1 / PSO5, PSO7

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BBAC0804: BUSINESS ACUMEN - IV

Introduction: This course has been designed keeping in mind the requirements of those students with regard to developing acumen towards business-related scenarios and related decisions.

Objective: To help students develop their acumen towards numerous business scenarios and business-related situations.

Credits: 02

Semester IV

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	Business Acumen for Entrepreneurs – Developing Visionary skill, Insight on Networking (Net worth), Exercises for developing Uniqueness is execution of common Business Ideas, Online Profiling and Social Networking Session on Handling Issues -Dealing with situations of miscommunication, lack of coordination, conflict handling and focusing on solutions of Governmental Policies Towards Industries, specifically small and micro enterprises Public Speaking – Extensive sessions on speaking in public on various issues, preferably related to business Insight on Exports and Imports with special reference to Shri Mahila Griha Udyog Lijjat Papad	22
II	Internationalization of local business - Cross Cultural Management Issues Digital Marketing for Entrepreneurs – Mobile App & Website Development and usage, Techniques for making maximum out social media channels and YouTube	23

	<p>Government schemes for support/supervising business India</p> <p>A brief understanding on the various legal aspects related to running a business and how they should be dealt with</p> <p>Lessons to be learnt from failed business enterprises and how to use them for ensuring better performance of one's own firm</p>	
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Reference Books/ Text Books / Cases:

- * Batra, P. Brainstorming For creativity & Innovation, New Delhi: Batra Books.
- * Dave, Capuzzi. Approaches to Group Work: A Handbook for Practitioners.
- * London: Prentice Hall.
- * Gerald and M.S., Corey. Groups Process and Practice: 7th Ed., Thomson: Brooks/Cole -Corey.
- * Kawasaki, G., & Fitzpatrick, P. The Art of Social Media: Power Tips for Power Users. Penguin.
- * Lewis, N, Word Power Made Easy. New York, Pocket Books.
- * Lynch, P. Time Power: A Proven System for Getting More Done in Less Time Than You Ever Thought Possible. Applied Management and Entrepreneurship New York, McGraw Hill Education.
- * Desai.Vasant, Dynamics of Entrepreneurial Development and Management, Mumbai: Himalaya Publishing House.
- * Lawndes, L., How to Talk to Anyone, New York, McGraw Hill Education.
- * Export Management by Khurana P.K., Galgotia Publications, New Delhi
- * Relevant Case Studies

* **Focus: This course focuses on Skill development and aligned with CO3**

- * **Course Outcomes:** After completion of the course, student will be able to:
- * *Comprehend the developments in the business world*
- * *Present their thoughts and views on multiple issues effectively.*
- * *Make better sense of the various news articles as found in numerous written sources*
- Enhance their presentation and communication skills*

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO4 / PSO1, PSO3
CO2	PO1, PO5, PO7 / PSO1
CO3	PO1, PO6 / PSO1, PSO6
CO4	PO1, PO6 / PSO2, PSO6

BBAC0013: INTERNATIONAL BUSINESS MANAGEMENT

Introduction: *This course in International Business Management will provide understanding to the students about the dimensions of global business & management.*

Objective: *To enable the students to gain insights into the various principles and theories which characterize international business and its underlying ideas*

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to International Business Management: An Overview of International Business, Why Go International?; Domestic v/s International Business. International Business Environment, Stages in Globalization Process, Theories of International Trade, Porter's Diamond Model – Implications for International Business, International Organizational Structures, Modes of Entry and International Institutions International Market Entry strategies, Market Selection and Barriers to it, FDI and FII. Multilateral Trade Agreements & TRIPs; Multilateral Environmental Agreements (MEAs);	22
II	International Finance, HR, Production and Related Concepts Introduction to International Financial Management, Balance of Trade and Balance of Payment, Determination of Exchange Rate; Financial Markets and Instruments, Methods of Payment in International Trade, International Production & Logistics Management, International Human Resource Management, India's Foreign Trade Policy, International Trade Blocks – NAFTA, ASEAN, SAARC, EU. International Institutions - WTO, GATT, IMF, Asian Development Bank and World Bank. FEMA, FERA Acts.	23

Reference Books/ Text Books / Cases:

- * Apte, P. G. International Financial Management. New Delhi: Tata McGraw Hill.
- * Cherunilam, F. International Business. New Delhi: Prentice Hall of India.
- * Paul, J. International Business. New Delhi: Prentice Hall of India.
- * Rao, P. S. International Business: Text and Cases. New Delhi: Himalaya Publishing House.

CASE:

- * Nestle and Drivers of International Business (page no. 573) - P. Subbarao (Himalaya Publishing House)

Focus: This course focuses on Skill development and aligned with CO2

Course Outcomes: After completion of the course, student will be able to:

- * Understand the nuances of international business as a field of study.
- * Get an exposure to the basic concepts in international business
- * Learn the behavior of customers and other related terms vis-à-vis international business
- * Outline the role of various domains of business in international trade.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO1, PSO2
CO2	PO1, PO5 / PSO1, PSO4, PSO2
CO3	PO6, PO1 / PSO5, PSO7
CO4	PO1, PO5, PO7 / PSO1

BBAE0101: TRAINING & DEVELOPMENT

Introduction: This course will emphasized the theory of training and development, research to determine needs, types of program, practices as found in an organization

Objectives: To enable the students with regard to conducting a training & development session and education of programme in their knowledge.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Training and Development and techniques Introduction: Concepts of Training & Development, Definition, Meaning, Need for training, Importance of training, Objectives of training, Overview of training functions, Types of training, Training and learning, Principles of learning, Training needs assessment – organizational analysis, operational analysis, person analysis; Designing the training programme, attributes and factors influencing training design Behavioral skills and profile of trainer.</p> <p>Techniques & HRD: Types of training, Techniques of on the job training, off the job training. Technology in Training: CBT, Multimedia training, e- learning/online learning.</p>	23
II	<p>HRD: Training environment, Areas of training, Training aids, how to improve effectiveness of training programmes by applying learning principles, Human Resource Development concept- HRD at micro and macro levels, Management development programmes.</p> <p>Training evaluation: Reasons for evaluating training, Overview of the evaluation process, Outcomes used in the evaluation of training programs, Models of training evaluation ,Considerations in choosing an evaluation design, Measurement of effectiveness of training,.</p>	22

Reference Books/ Text Books / Cases:

- * Ashwathapa, K. Human Resource Management. New Delhi: Tata McGraw Hill.
- * Bhatia, S. K. Training & Development. New Delhi: Deep & Deep Publication.
- * Jankiram, B. Training & Development - Indian Text Edition. New Delhi: Dreamtech Press.
- * Patnayak, B. Human Resource Management. New Delhi: PHI Learning

CASE:

- * VSP Rao page no. 215 “ Poor Sanjay” Excel Books

Focus: This course focuses on Skill development and aligned with C01

Course Outcomes: After completion of the course, student will be able to:

- * Understand the Training & development Importance in an organization.
- * Describe the scope of Training & Development in employee well-being in corporate world.
- * Understand the future trends and models related Training & HRD.
- * Highlighting the core competencies of Behavioral skills trainer.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO4 / PSO1, PSO3
CO2	PO1, PO6 / PSO1, PSO2
CO3	PO5, PO7 / PSO1
CO4	PO2, PO1, PO5 / PSO1, PSO5

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BBAE0102: INDUSTRIAL RELATIONS

Introduction: This course serves as an introduction into the field of industrial relations. Students will learn about the history of the field and an introduction to labour unions.

Objectives: To enable the students with regard to various models of dispute resolution, labour-management cooperation, dispute settlement machineries and other Industrial relation issues

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Industrial Relations: Meaning, objectives, scope, determinants of Industrial relations, Factors affecting Industrial relation.</p> <p>Approaches to Industrial relation: Psychological, Sociological, Human Relation, Socio-ethical, Gandhian, system Approach.</p> <p>Trade Unionism- Concept, objectives of Trade Unions and Methods of achieving the objectives; Features and functions of trade unions.</p> <p>Industrial Disputes: Concept, Features, causes, classification of industrial disputes.</p> <p>Methods of prevention of Industrial Disputes: Tripartite and Bipartite bodies, Standing orders and grievance procedure, Ethical codes, collective bargaining.</p>	23
II	<p>Industrial Dispute Settlement Machinery: (conciliation, arbitration and adjudication) - Work Committees, Conciliation,</p>	22

	<p>Board of Conciliation, Court of enquiry, Labour Court, Industrial Tribunal, National Tribunal, Grievance handling.</p> <p>Workers' Participation in Management: Concept, purpose and significance of participation; Forms of participation: information sharing, consultation, association of workers, joint decision-making and Board of Directors.</p> <p>International Labor Organization: An Introduction to ILO: origin, objectives and structure of ILO.</p> <p>Impact of Globalization & Information Technology on IR, Role of Human Resource Development in Developing Industrial Relation.</p>	
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Reference Books/ Text Books / Cases:

- * Mamoria, C. B., Mamoria, S., & Gankar, S. V. Dynamics of Industrial Relations. New Delhi: Himalaya Publishing House.
- * Monnappa, A. Industrial Relations. New Delhi: Tata McGraw Hill.
- * Sen, R. Industrial Relation in India. New Delhi: Macmillan India.

CASE:

- * CGC limited, Chapter no. 14, Pg No. 440, Ratnam, C.S. Venkata, Industrial Relation, Oxford University Press

Focus: This course focuses on Skill development and aligned with CO2

Course Outcomes: After completion of the course, student will be able to:

- * Understand the history and models of the Industrial Relations system.
- * Discuss genesis of industrial conflicts and disputes.
- * Describing the functioning of various Industrial conflict settlement machineries.

Discussion on latest issues and challenges in labor laws and welfare facilities of employees in corporate sector.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO5, PO7 / PSO1
CO2	PO6, PO1 / PSO5, PSO7
CO3	PO1, PO5 / PSO1, PSO4, PSO2
CO4	PO6, PO1 / PSO5, PSO7

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BBAE0103: GROUP DYNAMICS & TEAM BUILDING

Introduction: This course in group dynamics and team building acquaints the students with the nuances of the subject keeping in mind the perspective that they have.

Objectives: To enable the students to develop an understanding about group and team building so that they can utilize the same in their day-to-day conversation

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Overview of Group: Meaning of Group and Group Dynamics; Formation of group; Group Properties- Roles, Norms, Structure, Size and Cohesiveness. Stages of Group Development- The five-stage Model, An alternative Model: for temporary groups for deadlines. Types of Group -Formal groups and Informal groups. Characteristics of an Effective Group. Team Building Process: Overview of team; Difference between Groups and Teams.	22
II	Types of Teams- Problem-solving Teams, Self-Managed Teams, Cross-functional teams, Virtual Teams. Stages of team development:- Storming, Norming, Forming, Performing and Adjourning; Quality circles; Evaluating team performance. Goal Setting of Team: Defining roles and responsibility of team members; External and Internal factors affecting team building; Handling conflicts in a team; Ingredients of Effective teams and Potential team Problems.	23

Reference Books/ Text Books / Cases:

- * Rao, V.S.P. Human Resource Management, New Delhi. Excel Books.
- * Bhattacharya, D. K. Organizational Change & Development. New Delhi: Oxford University Press.
- * Robbins, S. P., Sanghi, S., & Judge, T. A. Organizational Behavior. New Delhi: Pearson Education.

Focus: This course focuses on Skill development and aligned with CO2

Course Outcomes: After completion of the course, student will be able to:

- * Outline the importance of managerial capability through team building & group dynamics.
- * Understand the prerequisites of having an effective group and team building.
- * Discuss elementary level of understanding of group/team functions.
- * Discussion on latest trends and future model of team building.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO1, PSO2

CO2	PO1, PO5, PO7 / PSO1
CO3	PO1, PO6 / PSO1, PSO6
CO4	PO1, PO6 / PSO1, PSO2

BBAE0104: COMPENSATION & REWARD MANAGEMENT

Introduction: This course is designed to promote understanding regarding issues related to compensation in corporate sector and how the same affects the overall scheme of things

Objectives: To enable students impart skills in designing, analysis and restructure compensation management system, policies and strategies.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction of Compensation and Reward: Compensation meaning, Objectives, Principles of Compensation, Types of compensations, Wage concepts, minimum, Fair and Living wage, Compensation Benchmarking, Compensation Administration. Meaning and Types of Reward System, Elements of Employee Rewards. Need, Objectives & Types of Fringe Benefits. Job Design and Job Evaluation: Meaning, Strategies and Techniques of Job Design; Meaning and Methods of Job Analysis; Fundamental Concepts of Job Description and Job Specification;	23
II	Concept, Process, Methods of Job Evaluation; Alternatives Methods of Job Assessment. Strategic Compensation Management and Innovations in Compensation: Meaning of Strategy, Compensation Design and Strategy, Strategic Planning, Strategic Compensation Design, Strategic compensation Policies. Variable Compensation, Retirement Plans, Employees Benefits-Gratuity computation, Provident fund, Dearness allowance.	22

Reference Books/ Text Books / Cases:

- * Bhattacharya, D.K., *Compensation Management*, New Delhi: Oxford University Press.
- * Rao, V.S.P., *Human Resource Management*, New Delhi: Excel Books.
- * Sharma, A.M., *Personnel and Human Resource Management*, New Delhi: Himalaya Publishing house.

Case:

- * New Delhi Shopping Point, Bhattacharya, D.K., Compensation Management, Oxford University Press.

Focus: This course focuses on Skill development and aligned with CO3

Course Outcomes: After completion of the course, student will be able to

- * Recognize the need and utility of compensation in the organisation.
- * Understand the concept of compensation and reward management.
- * Apply skills in designing, analyzing and restructuring compensation packages.

Analyze the impact of compensation and rewards management on organisation .

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO1, PSO6
CO2	PO5, PO7 / PSO1
CO3	PO1, PO4 / PSO1, PSO3
CO4	PO1, PO6 / PSO1, PSO6

BBAE0201: SALES & DISTRIBUTION MANAGEMENT

Introduction: The course has been designed to familiarize the students with concepts, procedures, practices and complexities of Sales Management.

Objectives: To enable the students to gain insight about the various concerns as related to the fields of sales and distribution management as found in today's organizations.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction & Concept of Sales Management: Nature, meaning, scope and objectives of Sales Management. Concept and Principles of Sales. Distinction between marketing and sales Management. Objectives of sales. Selling Process: Preparation, prospecting, pre-approach, sales presentation, closing of sales. Market identification-sales forecasting – qualitative and	23

	quantitative methods. Sales organization its functions and forms. Sales Manager and Sales Force: Qualities, types and their functions/duties. Recruitment, Selection, Training and Remuneration of Sales Force.	
II	Salesforce Motivation: Motivation of Sales force. Supervision and control of Sales force. Sales force Performance and its Evaluation. Sales Territories, Quota and Reports. Sales Promotion, Demonstrations and Conference. After Sales Service. Prospecting, Objection Handling. Distribution Management: Physical Distribution System Meaning and Organization. Types of Channels of Distribution: functions, Selection & motivation of intermediaries. Transport system elements and management: Features, Types & role of different modes of transport.	22

Reference Books/ Text Books / Cases:

- * Davar, R. S. Salesmanship & Publicity. New Delhi: Vikas Publishing House.
- * Gupta, S. L. Sales & Distribution Management. New Delhi: Excel Books.
- * Sahu, P. K., & Raut, K. C. Salesmanship and Sales Management. New Delhi: Sangam Books Pvt. Ltd.
- * Still, R. R., Edward, C. W., & Norman, G. A. Sales Management - Decision Strategy & Cases. New Delhi: Pearson Education

Case:

- * Vishal Jhulka's Dilemma: Sales and Distribution Management by Tapan K.Panda and Sunil Sachdev, Chapter no. 1 (Introduction to Sales Management), page no. 39-40, Oxford University Press, New Delhi.

Focus: This course focuses on Skill development and aligned with All CO3

Course Outcomes: After completion of the course, student will be able to

- * Interpret the basic concepts pertaining to Sales and Distribution
- * Identify the role of a sales manager and sales force
- * Discuss awareness about the various concepts and principles related to Sales
- * Discuss sales aptitude as well as attitude

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO1, PSO2
CO2	PO1, PO5 / PSO1, PSO4, PSO2
CO3	PO1, PO4 / PSO1, PSO3
CO4	PO1, PO6 / PSO1, PSO6

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Introduction: To develop an understanding about agricultural based rural economy in India and to access the potential of rural markets for durable and non-durable products.

Objectives: To enable the students develop an insight about the successful marketing strategies for rural market and how to monitor the same

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Rural Marketing: Concept, Definition, Significance, Scope and Classification of Rural Market, Understanding of Rural Economy, Characteristics & Classification of Rural Consumers,</p> <p>Rural Marketing Environment: Geographic, Economic, Socio-cultural, Infrastructural Factors and their Influence on Rural Marketing Operations; Classification of Rural Products, Rural v/s Urban Marketing; Challenges related to Rural Market in India.</p> <p>Marketing Mix for Rural Products: Product: Product Categories- FMCG, Consumer Durables, Agricultural Goods and Services; Price: Factors Affecting Pricing, Pricing Strategies in Rural Market.</p> <p>Understanding Rural Retailing</p>	23
II	<p>Marketing Mix for Rural Products: Place: Distribution Channels (Innovative Distribution Channels like- ITC, e-chaupal, Godrej Aadhar, HUL Shakti) and Logistics in Rural Market; Promotion: Promotion in Rural Marketing, Role of Advertising, Sales Promotion, Publicity and Personal Selling in Rural Marketing. Challenges in Rural Communication.</p> <p>Marketing of Agricultural Products: Meaning and Definition of Agricultural Marketing; Agri-Input products VS Agri-output products; Problems and Limitations of Agri-marketing in India. Bottom of the Pyramid marketing: Concept and evolution; Relevance in rural marketing; Some Successful Firms engaged in BOP marketing</p> <p>Future of Rural Marketing in India and the Role of Government</p> <p>Role of Technology on Rural Consumers and Markets</p>	22

Reference Books/ Text Books / Cases:

- * Gupta, K.B., Siddiqui, F. & Alam, I. Rural Management. New Delhi: World Press
- * Kashyap, P. (2016). Rural Marketing, 3/e. Pearson Education India.
- * Prahalad, C. K., & Prahalad, C. K. . The Fortune at the Bottom of the Pyramid. Wharton School Pub.
- * Krishnamacharyulu, C. G. & Ramakrishnan, L. Rural Marketing. New Delhi: Pearson Education

Focus: This course focuses on Employability and aligned with CO4

Intended Outcomes: After completion of the course, student will be able to

- * Describe the availability of scope prevailing in rural market
- * Understand the practices and application of marketing mix in rural market.
- * Draw the outcomes why rural customers behave in a certain way

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO1, PSO2
CO2	PO1, PO2 / PSO1, PSO2
CO3	PO1, PO6 / PSO1, PSO6
CO4	PO2, PO1, PO5 / PSO1, PSO5

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* Apply the evolving concepts in marketing in rural demography

BBAE0203: INTERNATIONAL MARKETING

Introduction: This course would help the students in getting the understanding of the international marketing concepts and strategies used for promotion and wealth maximization.

Objectives: To familiarize the students with the concept and issues of international marketing
To enable them to analyze the international marketing strategies for a business firm.

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Introduction to International Business- an overview; International marketing management process, Difference between domestic marketing and International marketing, Definition & concept. International marketing information system.</p> <p>International Marketing Environment: Influence of physical, economic, socio - cultural, political and legal environments on international marketing decisions; International Market Segmentation, Selection and Positioning; International market entry strategies – Exporting, licensing, contract manufacturing, joint venture, setting -up of wholly owned subsidiaries abroad.</p> <p>International Product Planning and Pricing decisions: Major Product decisions-product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.</p>	23
II	<p>Pricing decisions for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing; Counter trade as a pricing tool- types and problems of counter trading.</p> <p>International Distribution Decisions: Distribution channel- from traditional to modern Channel structures, Intermediaries for international markets-their roles and functions;, Factors affecting choice of channels; International distribution logistics- Issues and Planning.</p> <p>International Promotion Strategies: Communications across countries-complexities and issues; Sales promotions in</p>	22

	international markets, International public relations, International Advertising decisions, Personal selling and sales management; Developing international promotion campaign. Emerging trends in International Marketing: International Marketing through Internet; Ecological concerns and international marketing ethics.	
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Reference Books/ Text Books / Cases:

- * Keegan, Warran J. and Mark C. Green, Global Marketing, Pearson.
- * Cateora, Phillip R.; Graham, John L. and Prashant Salwan, International Marketing, Tata McGraw Hill.
- * Czinkota, Michael R. and Illka A. Ronkainen, International Marketing, Cengage Learning.
- * Terpstra, Vern; Foley, James and Ravi Sarathy, International Marketing, Naper Press.33
- * Jain, Subash C., International Marketing, South-Western.

Focus: This course focuses on Employability and aligned with CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Understand various aspects related to international marketing
 - * Learn international marketing strategies adopted by the companies.
 - * Outline international distribution decisions for full coverage of the segment
- Understand importance of market and product mix at international level*

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO4 / PSO1, PSO3
CO2	PO4, PO3 / PSO1, PSO3
CO3	PO1, PO5, PO7 / PSO1
CO4	PO1, PO6 / PSO1, PSO6

BBAE0204: DIGITAL MARKETING

Introduction: *This course focuses on key issues related to digital marketing including strategy development, competitive advantage, current and emerging technologies, pricing, distribution channels, promotion, etc. This course aims to familiarize students to create strategic and targeted online campaigns.*

Objectives: *To understand the basic concepts and functions of Digital marketing. To develop awareness about the various methods and applications of Digital marketing.*

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Digital Marketing: Introduction, Moving from Traditional to Digital Marketing, Integrating Traditional and Digital Marketing; Concept of Search Engine Optimization (SEO); Concept of Pay Per Click. Social Media Marketing: Introduction, Process - Goals, Channels, Implementation, Analysis.	23

	Tools: Google and other Search Engines, Facebook, Twitter, Pinterest, Instagram, YouTube and LinkedIn. Issues: Credibility, Fake Narrative, Paid Influencers Email and Mobile Marketing: Email Marketing: Introduction, email marketing process, design and content, delivery, discovery, Benefits & Limitations.	
II	Mobile Marketing: Introduction and concept, Process of mobile marketing: goals, setup, monitor, analyze; Improving Digital Experiences with Mobile Apps Enhancing, Pros and Cons. Engaging consumers effectively with mobile-based apps. Targeted Advertising. Issues: Data Collection, Privacy, Data Mining, Money and Apps, Security, Spam. Growth Areas. Managing Digital Marketing: Content Production; Video based marketing; Credibility and Digital Marketing; IoT; User Experience; Future of Digital Marketing: Scope & Challenges Ahead.	22

Reference Books/ Text Books / Cases:

- * Ian Dodson. The art of Digital Marketing. Wiley
- * Philip Kotler. Marketing 4.0: Moving from Traditional to Digital
- * Ryan, Damien: Understanding Digital Marketing. Kogan Page Limited.
- * Gupta, Sunil: Driving Digital Strategy. Harvard Business Review Press
- * Bhatia, Puneet S.: Fundamentals of Digital Marketing. Pearson

Focus: This course focuses on Employability and aligned with CO2

Course Outcomes: After completion of the course, student will be able to:

- * Define the concept of digital marketing and its practical implications.
- * Express innovative insights of digital marketing enabling a competitive edge
- * To understand and being able to create and run digital media based campaigns
- * Identify and utilize various tools of digital marketing.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO4 / PSO1, PSO3
CO2	PO1, PO6 / PSO1, PSO6
CO3	PO1, PO5, PO7 / PSO1
CO4	PO1, PO6 / PSO1, PSO2

Introduction: *This subject enables the students to develop awareness about international financial management and related practices as found*

Objectives: *To enable the students to gain insights into the role of the various global institutions, their structures as well as international trade in India.*

Credits: 04

Semester V

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: International Financial Management and Domestic Financial Management, Nature and Scope of International Financial Management</p> <p>International Monetary System and its evolution – Gold Standard, Bretton Woods System, Exchange Rate Regime.</p> <p>International Financial Flows, Balance of Payment – Structure, Disequilibrium and Adjustment.</p> <p>Foreign Exchange Market: Introduction, Features, Participants, Exchange Rate Quotation, Segments of Foreign Exchange Market – Spot Market, Forward Market, Futures & Options, Concept of Speculation, Arbitrage and Hedging in Foreign Exchange Market</p>	22
II	<p>Exchange Rate Determination: Mechanism, Factors, Theories – PPP & IRP</p> <p>Exchange Rate Risk: Concept, Types and Risk Management Techniques – Internal & External.</p> <p>International Working Capital Management: Overview, International Cash Management, International Receivables Management, International Inventory Management.</p> <p>International Financial Market: Overview, International Equity Market – ADR and GDR, International Bond Market – Foreign Bond & Euro Bond</p> <p>Financing of Foreign Trade: Modes of Payments in International Trade – D/A, D/P, Letter of Credit etc. Methods of Trade Financing – Pre-shipment and Post-shipment etc.</p>	23

Reference Books/ Text Books / Cases:

- * Apte, P. G. International Financial Management. New Delhi: Tata McGrawHill.
- * Jain, P. K., Peyrard, J., & Yadav, S. S. International Financial Management. New Delhi: Macmillan Publishers India Ltd.
- * Srivatava, R. M. Multinational Financial Management. New Delhi: Excel Books.
- * Varshney, R. L., & Bhashyam, S. International Financial Management. New Delhi: Sultan Chand & Sons.
- * Vyuptakesh, S. International Financial Management. New Delhi: Prentice-Hall of India

Focus: This course focuses on Employability and aligned with CO

Course Outcomes: *After completion of the course, student will be able to:*

- * Understand the various aspects of international financial management
 - * Learn about the various international economic groups
 - * Discuss about the numerous international institutions
- Identify the changing scenario of the international economic environment*

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO4, PO3 / PSO1, PSO3
CO2	PO1, PO5, PO7 / PSO1
CO3	PO1, PO5, PO7 / PSO1
CO4	PO1, PO6 / PSO1, PSO2

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BBAE1302: MANAGEMENT OF FINANCIAL INSTITUTIONS & SERVICES

Introduction: The course involves the emphasis on banking and key financial services so that scholar gets an exposure to various dynamics of financial system

Objectives: To enable the students to explore Indian financial system and be comfortable in understanding its implications on economic growth

Credits: 04

Semester V

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction of Financial System Characteristics, Significance, Evolution, Regulatory Framework, Major Issues in Indian Financial System. Recent Developments in the Financial System Brief overview of Financial markets and financial instruments Financial institutions: Banking and its Structure in India, Commercial Banking - Operating Aspects, Evolving trends, Management of Assets and Liabilities, Basel Norms, Merchant Banking Functions, Issue Management, Underwriting Non-Banking Financial Company-Meaning, Functioning, Classification – AFC, IC, LC, IFC, CIC-ND-SI, MFI Insurance: Life and Non-Life Insurance (Marine / Motor / Fire / Health / Pension Plan / Annuity / Rural Insurance)	22
II	, Operational Aspects Special financial institutions: Development banks (IDBI, ICICI, IFCI), Sectoral financial institutions (EXIM Bank, SIDBI), Investment institutions (UTI, LIC, GIC) and State level institutions (SFCS, SIDCS) Financial Services: introduction, characteristics, functions and its types (a) Fee based Services –Corporate Advisory Services, Credit Rating, Mutual Funds, Debt Securitization. loan syndication, Mergers and acquisitions. (b) Fund based Services – Lease and Hire Purchase, Housing Finance, Credit Cards, Financial Inclusion, Microfinance Venture Capital, Factoring, Forfeiting, and Bill Discounting	23

Reference Books / Text Books / Cases:

- * Frank J. Fabozzi, F. Modigliani, Foundation of Financial Markets & Institutions (Third Edition), Pearson Education.
- * Kohn, M. Financial Institutions & Markets. TATA McGraw Hill.
- * Khan, M. Y. Indian Financial System. Fourth Edition. TATA McGraw Hill.
- * Pathak, Bharti V. Indian Financial System. Pearson Publication

Focus: This course focuses on Skill development and aligned with CO3

Intended Outcomes: After completion of the course, student will be able to:

- * Understanding the various financial institutions and their functions
 - * Observe the various features related to insurance and how to use it
 - * Translate the main concepts of financial services into practical.
- Predict the basis upon which they can develop into a financial practitioner*

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO1, PSO2
CO2	PO1, PO5 / PSO1, PSO4, PSO2
CO3	PO1, PO4 / PSO1, PSO3
CO4	PO1, PO6 / PSO1, PSO6

BBAE0303: COST ACCOUNTING FOR BUSINESS MANAGERS

Introduction: In developing economy like ours, the importance of cost accounting has been acknowledged by all when optimum utilization of resources is the need of the day.

Objectives: To enable the students to gain insights into the various concepts related to cost accounting and the terms which characterize the phenomenon of costing

Credits: 04

Semester V

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction – Meaning of Cost, Costing and Cost Accounting – Comparison between Financial Accounts and Cost Accounts, Cost Unit, Cost Center.</p> <p>Elements of Cost- Concepts of Cost and Classifications of Cost, Preparation of cost sheet, Tenders and Quotations procedure followed in modern set of market.</p> <p>Contract Costing – Basic concepts, Types of contract, recording of costs of contract, profit on uncompleted contracts, work in progress, cost plus contract, escalation clause. Practical Industries Numerical problems.</p>	22
II		23

	<p>Standard costing – standard cost and standard costing, standard costing and budgetary control, analysis of variances, importance of variances, practical numerical on control and material variances.</p> <p>Process Costing - Meaning, Features, elements of production cost, Process costing, By-products Normal loss/gain and Abnormal Loss/ Gains, Preparation of process accounts. Need for valuation of WIP.</p> <p>Job Costing – Meaning, Features, Advantages and Limitation.</p> <p>Operating Costing –Meaning, Features, Objectives & Techniques of Costing, modern procedure followed by manufacturing units.</p>	
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Reference Books/ Text Books / Cases:

- * Jain, S. P.& Narang, K. L. Cost Accounting. New Delhi: Kalyani Publishing House
- * Khan, M. Y. & Jain, P. K. Management Accounting. New Delhi: Tata McGraw Hill
- * Kishore, R. M. Cost accounting. New Delhi: Taxmann Publishing
- * Maheshwari, S. N. & Maheshwari S. K. Cost and Management Accounting. New Delhi: Vikas Publishing House.

Focus: This course focuses on Skill development and aligned with CO2

Course Outcomes: After completion of the course, student will be able to:

- * Define the basic cost concepts, element of cost & Preparation of Cost Sheet.
- * Classify the principles and techniques used in recording, analyzing and reporting costs
- * Describe the principles and techniques used in revenues for internal management purposes.

Identify applicable cost concepts

**in making short term decisions and the application of spreadsheets in management accounting.*

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO1, PSO2
CO2	PO1, PO5 / PSO1, PSO4, PSO2
CO3	PO1, PO4 / PSO1, PSO3
CO4	PO1, PO6 / PSO1, PSO6

BBAE0304: WORKING CAPITAL MANAGEMENT

Introduction: This subject has been designed keeping in perspective the various aspects of working capital management as found in an organization.

Objectives: To enable the students to develop understanding about working capital management and its functioning in businesses

Credits: 04

Semester V

L-T-P : 3-1-0

Module No.	Content	Module No.
I	<p>Introduction – Meaning and Components of Working Capital, Gross and Net Working Capital, Permanent and Temporary Working Capital, Positive and Negative Working Capital, Objectives of Working Capital Management.</p> <p>Operating Cycle Concept – Reasons for Prolonged Operating Cycle, How to reduce Operating Cycle.</p> <p>Working Capital Requirement – Factors determining Working Capital, Working Capital in Seasonal Industries, Working Capital during Inflation, Working Capital in Industries with shift working.</p> <p>Inventory Management – Meaning and Nature of Inventory, Purpose / Benefits of Holding Inventory, Risk and Costs of Holding Inventories, Meaning and Objectives of Inventory Management.</p>	22
II	<p>Tools and Techniques of Inventory Management - Determination of Stock Levels, Determination of Safety Stocks, Ordering systems of Inventory, Economic Order Quantity, ABC Analysis, VED Analysis, FNSD Analysis, Inventory Turnover Ratios, JIT Control System. Numericals on Stock Levels, Economic Order Quantity.</p> <p>Receivables Management – Meaning of Receivables, Cost of Maintaining Receivables, Factors influencing size of Receivables, Forecasting the Receivables, Meaning and Objectives of Receivables Management, Dimensions of Receivables Management: Forming of Credit Policy, Executing the Credit Policy, Formulating and Executing Collection Policy.</p> <p>Cash Management – Nature of Cash, Motives of Holding Cash, Cash Management, Managing cash flows, Determining Optimum Cash Balance.</p>	23

Reference Books/ Text Books / Cases:

- * Bhattacharya, H. *Working Capital Management*. New Delhi: Prentice-Hall of India.
- * Kishore, R. M. *Financial Management*. New Delhi: Taxmann Publication
- * Mathur, S. B. *Working Capital Management & Control*. New Delhi: New Age International.
- * Rustagi, R. P. *Working Capital Management*. New Delhi: Taxmann Publication

Case Study: Case Study – Case on M/S HI-TECH ELECTRONICS related to Management of Cash (Source – Financial Management – M Y Khan & P K Jain; Page no. 14.43-14.46)

Focus: This course focuses on Skill development and aligned with CO3

Course Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts related to working capital management
- * Discuss the management of receivables and inventory
- * Learn the management of cash by an organization
- * Determine and financing working capital requirements

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO5 / PSO1, PSO4, PSO2
CO2	PO1, PO4 / PSO1, PSO3
CO3	PO1, PO4 / PSO1, PSO3
CO4	PO1, PO6 / PSO1, PSO2

BBAE0401: PRINCIPLES AND PRACTICES OF LIFE INSURANCE

Introduction: The subject covers the principles as well as practices of insurance as applicable on individuals and organizations within the larger economic system.

Objectives: To enable the students in getting an outlook of how insurance business works on a day-to-day basis and how various policies are formulated.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Life Insurance Introduction: Concept, features, significance, difference between life insurance and other forms of insurance, Parties to the Insurance contract and their Rights and Duties, Insurance Documents, Principles of life insurance and its Application, recent trends in life insurance. Life Insurance Risk: Selection and Classification of risks, Elements in computation of Assurance premium, Factors governing sum assured - Calculation of Premium, Methods of calculating risk in life insurance	22
II	Life Insurance Claims and payments: Surrender value, Sum Assured, policy conditions, life insurance claims and settlement of life insurance claims. Life Insurance Policies: Kinds of Life Insurance Policies, Unit Linked Insurance plans, Life Insurance Annuities. Group Insurance, Legal provisions and procedure of taking life insurance policy, Assignment of Life Insurance Policies, life insurance Agents and Role of Agent.	23

Reference Books/ Text Books / Cases:

- * Mishra, M. N. Insurance Principles and Practice. New Delhi: S. Chand & Company.
- * Panda, G. Principles and Practice of Insurance. New Delhi: Kalyani Publishers.
- * Periasamy, P. Principles and Practices of Insurance. Mumbai: Himalaya Publishing House.
- * Sreenivasan, N. M. Principles of Insurance Law. Lucknow: Eastern Book Company.

Focus: This course focuses on Skill development and aligned with C03

Course Outcomes: After completion of the course, student will be able to:

- * Understand the concept of insurance & its importance.
- * Classify risks covered under the ambit of insurance
- * Select a theoretical basis upon which they will develop their knowledge in other areas of insurance

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO4 / PSO1, PSO3
CO2	PO4, PO3 / PSO1, PSO3
CO3	PO1, PO6 / PSO1, PSO6
CO4	PO6, PO1 / PSO2, PSO6

* Discuss various types of insurance policies.

BBAE0402: FUNCTIONAL ASPECTS OF BANKING

Introduction: This course introduces the functional aspects of banking, the roles played and services rendered by banks, various types of bank accounts & loan system in Indian Banks.

Objectives: To enable the students with regard to gaining insights into the routine and specific functions related to the banking scenario in the country and otherwise

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Banker & Customer: Banking in India, Definition & Roles of Banks, Banking Services & Products. Operational Aspect of commercial banks in India, Organisation of Banking Business – Types of Banks, Relationship of Banker & Customer as Debtor-Creditors, Know Your Customer (KYC) guidelines. Pledgee-Pledgor, Agent-Principles & Lessor-Lessee. Customers' Accounts: Opening & Operations of Different Kinds of Bank Accounts & their Special Features - Saving Account, Current Account, Fixed Deposit Account, Recurring Deposit Account and other Accounts Closing of Bank Account. RBI & its role. Recovery of loan- legal process and RBI guidelines. Types of cheques- drawing-alteration-marking and crossing of cheques. how to apply for loan, documents required, eligibility, calculation of EMI, concept of credit score.	22
II	Day-to-day- Cash & Non-cash Operations in Banking: Cash Deposits, Cheque Withdrawals and Fund Transfers. Loans & Advances: Various Forms of Landings – Loans, Cash Credit, Overdraft, calculation of interest on loan & deposits, EMIs. Meaning & Characteristics of Secured Advantages, Types of securities, Types of Collateral Securities, General Principles of	23

	Sound Lending. Payment and Collection of Cheque: Cheque / DD & MC and its features. Role and Duties of Paying and Collecting Banks. Concept of rural banking	
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Reference Books / Text Books / Cases:

- * Gopinath, M. N. Banking Principles & Operations. Mumbai: Snow White Publications Pvt. Ltd.
- * Guruswamy, S. Banking Theory Law & Practice, New Delhi, Tata McGrawHill
- * Shekhar, K. C. & Shekhar, L. Banking Theory and Practice. Noida: Vikas Publishing House Pvt. Ltd.
- * Varshney, P. N. Banking Law and Practice. New Delhi: Sultan Chand and Sons

Focus: This course focuses on Skill development and aligned with C03

Course Outcomes: After completion of the course, student will be able to:

- * Have fundamental knowledge of the prevailing banking system in India.
- * Summarize various functional aspects of banking.
- * Discuss operating system of banks for accounts & loans.

Explain the mechanism behind payment and collection of cheques

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO4, PO3 / PSO1, PSO3
CO2	PO1, PO5, PO7 / PSO1
CO3	PO1, PO5, PO7 / PSO1
CO4	PO1, PO6 / PSO1, PSO2

BBAE0403: INSURANCE LAWS AND ENVIRONMENT

Introduction: This course introduces insurance business and legal framework of insurance laws and regulations and insurance business environment in the country.

Objectives: To enable the students gain insights into the insurance sector in the country as well as various laws associated with it along with the prevailing environment

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction of Insurance: Definition, History and development of Insurance in India, Insurance sector reforms, Role of insurance in Indian market, Need for Globalization, Global Picture of	22

	Insurance, Globalization and its impact on India Legal Framework: Legal Framework of Insurance Business, Registration and Licensing of Insurance Industry, introduction to IRDA,	
II	Laws regulating insurance business – Life Insurance Corporation Act, 1956 – General Insurance Business Nationalization Act, 1972 – Insurance Act, 1938 Insurance Business Environment: Business environment – Internal environment – external environment, Legal and economic Environment – Financial environment – commercial environment – Environmental impact on Insurance business, Role of Insurance Companies	23

Reference Books/ Text Books / Cases:

- * Gupta, P. K. Fundamentals of Insurance. Mumbai: Himalaya Publication.
- * Mishra, S. B. and Mishra M. N. Insurance Principles and Practice. New Delhi: S. Chand Publishers.
- * Murthy K. S. N. and Sharma K. V. S. Modern Law of Insurance in India. New Delhi: N M Tripathi Pvt. Ltd.
- * Sreenivasan, M. N. Principles of Insurance Law. Lucknow: Eastern Book Company.
- * **Focus: This course focuses on Skill development and aligned with C04**
- *

Course Outcomes: After completion of the course, student will be able to:

- * Understand the Insurance Business in India
- * Classify various types of environment on the growth of Insurance.
- * Outline growth of insurance sector in India.
- * Identify the global insurance environment

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO5, PO7 / PSO1
CO2	PO1, PO6 / PSO1, PSO2
CO3	PO1, PO6 / PSO1, PSO2
CO4	PO1, PO6 / PSO1, PSO2

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BBAE0404: e-BANKING

Introduction: This subject focuses on introducing the students to the key issues related to e-banking such as electronic payment system and cyber security

Objectives: To enable students gain insights into current and emerging technologies, issues (legal and otherwise) related to e-business.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Concept, Definition & Origin of E-Banking, Scope and Type of E-Banking – Internet Banking, Mobile Banking etc., Issues and Challenges in E-Banking, Advantages and Limitations of E-Banking, Future of E-Banking in India. Role and uses of technology upgradation. Electronic Payment System: Concept of Electronic Payment, Basic elements of electronic payment system, Types of Electronic Payment Systems – Electronic Cash, Electronic Cheque, EFT, RTGS, Credit Card, Smart Card,	22
II	Concept of Payment Gateway and Paypal, Concept & Working of ATM, Anywhere anytime banking- home banking (Corporate and personal), microfiche, note and coin counting devices. SWIFT payment, Currency card, travel card, RBI Rules for sending/ receiving money to/ from abroad? Cyber Security and Legal Issues: Cyber Crimes & Security, Cyber Attacks – Trojan, Virus, Worm, Spam, Hacking – Phishing, IP Spoofing, Safety Measures – Firewalls, Intrusion Detection Systems, Secure Sockets Layer, Authentication & Assurance of Data Integrity, Cryptography, Digital Signatures. Global developments in banking technology. Information Technology in finance & service delivery. Overview of Information Technology Act – 2000	23

Reference Books/ Text Books / Cases:

- * Bajaj, K. K. & Nag, D. E-Commerce. New Delhi: Tata McGrawHill
- * Diwan, P. & Sharma, S. E-commerce-A Manager's Guide to e- Business. New Delhi: Excel Books.
- * Kalakota, R. & Whinston A. B. Frontiers of Electronic Commerce. New Delhi: Pearson Education.
- * Kaptan S. S. & Choubey, N. S. Indian Banking in Electronic Era. New Delhi: Sarup & Sons.
- * Sharma, K. C. Modern Banking in India. New Delhi: Deep & Deep Publications.
- * **Focus: This course focuses on Skill development and aligned with C03**

Course Outcomes: After completion of the course, student will be able to:

- * Describe the basic concepts and functions of e-banking
- * Discuss the role of information, security and technology in e-banking.
- * Understand & Summarize various important elements of e-banking system.

* Understand & Summarize online payment system and its features

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO4, PO3 / PSO1, PSO3
CO2	PO1, PO4 / PSO1, PSO3
CO3	PO1, PO6 / PSO1, PSO6
CO4	PO6, PO1 / PSO2, PSO6

BFBE0301: MANAGING SMALL & FAMILY BUSINESS

Introduction: This subject exposes students to the objectives, challenges, and requirements for effectively managing the small to mid-sized business.

Objectives: To enable the students to take key decisions required of the entrepreneur/manager, the driving forces of the small/family business

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Small & Family Business: Entrepreneurship and Small Business, Role and importance of small business; forms of organisation for small business. The nature, importance, and uniqueness of family business, The family's relationship with the business: developing a strategic vision & building teamwork, Professional Management of the Family Firm</p> <p>Getting Started: Type of startup ideas, Using innovative thinking to generate business idea, internal and external analysis to identify business ideas, Setting up a SSI; formalities of launching a new venture</p>	23
II	<p>Human resource management and leadership perspective, the role of balanced board of directors, Cousin companies: family governance in multigenerational family firms</p> <p>Succession Planning: Managing succession: the leadership challenge, Model of Succession in Family Business, Building financial security and relinquishing control, Wealth management: family offices and philanthropy, Ingredients for responsible leadership; Family relations, Marketing research for the new venture</p>	22

Reference Books / Text Books / Cases:

- * Arora, R. and Sood, S.K. Fundamentals of Entrepreneurship and Small Business Management. Ludhiana: Kalyani Publishers.
- * Desai, V. Small-Scale Industries and Entrepreneurship. Mumbai: Himalayan Publishing House
- * Jain, R. Governance of Family Firms. New Delhi: Macmillan India Ltd.
- * Ramachandaran, K. Managing a New Business Successfully, New Delhi: Global Business Press.

Case Study:

- * Surendra Kumar Agarwal: Long Way from Brass Utensils to Construction Industry, Entrepreneurial Development by S.S.Khanka, S.Chand & Co. Ltd., New Delhi, Reprint Edition-2010. (Part-VI/Case Studies) Case No.5, Page No.375

Focus: This course focuses on Skill development and aligned with CO3

Intended Outcomes: After completion of the course, student will be able to:

- * Develop a business strategy that leverages the unique aspects of the business,
- * Understand the opportunity it is pursuing and the businesses position in the market.
- * Design a business plan and model that supports the strategy as envisaged by the entrepreneur
- * Understanding and identifying the issues associated with succession planning, and develop plans to address them.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO1, PSO2
CO2	PO1, PO4 / PSO1, PSO3
CO3	PO1, PO5, PO7 / PSO1
CO4	PO1, PO6 / PSO1, PSO2

BFBE0302: PROJECT PLANNING & MANAGEMENT

Introduction: This course examines project management roles and environments, project life cycle and various techniques of work planning and control and evaluation to achieve project objectives.

Objectives: To enable the students gain insights into the various aspects of project related concepts as well as how to go about its planning and management

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: meaning and characteristics of project, meaning, characteristics, scope, need and importance of project management, phases of project life cycle, sources of project financing, code of ethics of project management profession	22

	Project planning: Identification of investment opportunity, project screening, pre feasibility project	
II	Feasibility analysis: Financial appraisal, Technological appraisal, socio cost benefit appraisal, market appraisal Risk analysis and management, detailed project report, human aspects in project, project organization, project direction, project coordination and project control, new trends in project management	23

Reference Books / Text Books / Cases:

- * Nagarajan, K. Project Management. New Delhi: New Age International Publications.
- * Rao, P. C. K. Project Management and Control. New Delhi: Sultan Chand and Sons.
- * Chandra, P. Projects: Planning, Analysis, Financing, Implementation and Review. New Delhi: Tata McGraw Hill Education
- * Choudhury, S. Project Management. New Delhi: Tata Mc Graw Hill Publishing Company

Cases:

- * Suitable case from Nagarajan K., *Project Management*, New Age International Publications
- * **Focus: This course focuses on Skill development and aligned with All CO3**

Intended Outcomes: After completion of the course, student will be able to:

- * Familiarize themselves with the various aspects of Projects
- * Understand the issues relating to preparing, appraisal, and monitoring projects
- * Recognize the development of the skills using simple project management tools
- * Understand immediate application to the background and needs of a project

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO5, PO7 / PSO1
CO2	PO4, PO3 / PSO1, PSO3
CO3	PO1, PO6 / PSO4, PSO2
CO4	PO1, PO6 / PSO1, PSO2

BFBE0303: e-BUSINESS

Introduction: This subject focuses on key issues related to e-business such as online aspect of it, CRM, SCM and data warehousing as well as security part of it

Objectives: To enable students gain insights into current and emerging technologies and other concepts related to e-business which are redefining the businesses.

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Basics of E-Business: Introduction, Concept, Nature and Scope of E – Business, Evolution of E-Business, E-commerce business practices v/s traditional business practices, Principles of E-Business, E-Business Infrastructure, E- Business Models, Advantages and Disadvantages, Reasons for going online business, E-Business and its Solutions, e –business and e-commerce comparison.</p> <p>Online Business with technology: Business Operation, Concepts of b2b, b2c, c2c, b2g, g2c etc., Management issues relating to E-commerce.</p>	23
II	<p>Internet Security: E- Contract, Digital signatures and Legal Affairs, Securities in E- Payment system. Cyber securities: Introduction, Types and Cyber threats, cyber safety tips.</p> <p>CRM, SCM & Data Warehousing: Introduction to CRM, Role of CRM, Importance of CRM, E-business to improve supply chain, SCM & e-business, e-logistics, Data Warehousing for e-business, Introduction to Data Warehousing, Data Mining, Major requirements in E-Business; Emerging trends and technologies in E-Business. E-Business Plan Development.</p>	22

Reference Books/ Text Books / Cases:

- * Diwan, P. & Sharma, S. E-commerce-A Manager's Guide to e- Business. New Delhi: Excel Books.
- * Joseph, P. T. E-Commerce-A Managerial Perspective. New Delhi: Prentice Hall of India.
- * Kalakota, R. &Whinston A. B. Frontiers of Electronic Commerce. New Delhi: Pearson Education.
- * Laudon K. C. &Traver, C. G. E-Commerce: Business, Technology, Society. New Delhi: Pearson Education

Case Study:

- * Case Study on Walmart.com—eCommerce-Guide.com at <http://www.ecommerceguide.com/news/trends/article.php/1501651>

* **Focus: This course focuses on Employability and aligned with CO3**

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts and functions of e-business
- * Get acquainted with the security features of online business
- * Comprehend how online business is reshaping the business scenario.
- * Learn about CRM, SCM and data warehousing

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO6, PO1 / PSO2, PSO6
CO2	PO4, PO3 / PSO1, PSO3
CO3	PO1, PO6 / PSO1, PSO6
CO4	PO6, PO1 / PSO2, PSO6

BFBE0304: MODERN OFFICE MANAGEMENT

Introduction: This course in modern office management will give insights to the students so as to make them understand the concept underlying this subject.

Objectives: To enable the students to develop a broad view on various concepts related to modern office management and how it defines the organizations of today

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Modern Office and Office Accommodation: Meaning & Definitions of office and office management; Elements, Importance & Functions of office management; Qualities, Duties and Responsibilities of Office Manager; Meaning & Principles of office Accommodation; Location of Office; Meaning, Objectives, Principles of office Layout.</p> <p>Office Systems and Procedures: Meaning & Definition of System and Procedure; Objectives, Importance, Advantages & Limitations of Office System.</p>	22
II	<p>Planning Office System; Meaning, Problems and Principles of System Integration; Meaning, Problems and Analysis of Flow of Work.</p> <p>Records Management and Correspondence: Meaning and Definition, Principles, Process of Record Management; Meaning, Characteristics, Classification & Methods of Filing System; Meaning, Types & Steps of Indexing; Modern trends in Record Making. Meaning and Types of correspondence; Handling and Disposal of Mail.</p>	23

Reference Books/ Text Books / Cases:

- * Chopra, R. K. & Chopra, A. Office Management. New Delhi: Himalaya Publishing House.
- * Arora, S. P. Office Organization and Management. New Delhi: Vikas Publishing House .
- * Nair, R.K. & Banerjee, A. K. Office Management. Meerut: Pragati Prakashan.

Case Study:

- * “Left or right”, Rao.V.S.P., *Management Text and Cases*, Excel Books
- * **Focus: This course focuses on Employability and aligned with CO3**

Intended Outcomes: After completion of the course, student will be able to:

- * Classify the nature and role of modern office management in an organization.
- * Understand the functioning of modern office.
- * Explaining and gaining knowledge on the management of Modern Offices.
- * Understand the modern office systems and procedures

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO5 / PSO1, PSO4, PSO2
CO2	PO6, PO1 / PSO5, PSO7
CO3	PO1, PO5, PO7 / PSO1
CO4	PO6, PO1 / PSO5, PSO7

BBAE 0105: NEGOTIATION & COUNSELING

Introduction: This course is designed to help the student understand the skills and attributes required to conduct counseling by practicing and improving their listening skills

Objectives: To enable the students with an insight on understanding the principles of negotiation and the key aspects of successful mediation alongwith role of counseling in crisis mediation.

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Negotiation: Meaning, Nature, Process and types of Negotiation, Strategy and planning for negotiation, Agenda setting, Bargaining, ZOPA, Expectations & Concessions, Compromise, Collaboration & Multi-tasking, Seven pillars of negotiation. Communication and Negotiation: Economical and Socio-Psychological dimensions of negotiation, Contextual nature of negotiation,	23
II	Role of communication in negotiation, Qualities & Skills of effective negotiation, Interpersonal negotiation. Counseling: Meaning, Nature, Goals and Process of Counseling, Approaches to counseling, Importance of counseling, Variables affecting the counseling process, Evaluation of counseling, Modern trends in Counseling process.	22

Reference Books/ Text Books / Cases:

- * Cohen, S. Negotiation Skills for Managers. New Delhi: Tata Mc Graw Hill.
- * Rao, S. L. Negotiation Made Simple. New Delhi: Excel Books.
- * Rao, S. N. Counseling and Guidance. New Delhi: Tata Mc Graw Hill.
- * Singh, K. Counselling Skills for Managers. New Delhi: PHI

Case Study:

- * Role Negotiation at Bokaro Steel Plant (Understanding Organizational Behaviour. By Uday Pareek, Oxford, Second Edition Page 410-415)
- * **Focus: This course focuses on Employability and aligned with C04**

Course Outcomes: After completion of the course, student will be able to:

- * Recognize the meaning and necessity of negotiation in the organisation.
- * Understand different stages, approaches and styles of negotiations.
- * Recognize the role of communication in negotiation.
- * Understand the nature, process and importance of counseling.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO5, PO7 / PSO1
CO2	PO4, PO3 / PSO1, PSO3
CO3	PO1, PO6 / PSO4, PSO2
CO4	PO1, PO6 / PSO1, PSO2

CO5	PO1, PO4 / PSO1, PSO3
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BBAE 0106: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Introduction: This subject enables the students to give more emphasis on broader HR issues by experiencing, verbalizing, and writing thoughtfully about different cultures and human resource issues

Objectives: To enable students with regard to gaining insights into how international human resource management has played a crucial role in the overall scheme of things for an organization

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Introduction to IHRM Definition, Approaches to IHRM, Difference between IHRM and Domestic HRM. Traditional and modern perspectives in HRM; Themes in HRM; Contemporary global trends in International- HRM, IHRM trends- Complexities, challenges, and choices in future.</p> <p>Recruitment, Selection and staffing in International context: International Managers- parent country nationals, third country nationals, host country nationals, Selection strategies for overseas assignments, International transfers;</p>	22
II	<p>Expatriate Management- Problems of repatriation of overseas expatriates and strategies to tackle these problems. Recruitment methods using head-hunters, e-recruitment, international staffing issues.</p> <p>Performance Management: performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management,</p> <p>Training and development in international context: training & development of international staff, types of expatriate training, HCN training.</p> <p>International Compensation: Forms of compensation, Approaches to international compensation.</p>	23

Reference Books / Text Books / Cases:

- * Aswathappa, K. International Human Resource Management. New Delhi: Tata McGrawHill.
- * Gupta, S. C. International Human Resource Management. New Delhi: Macmillan Publishing.
- * Rao, P. L. International Human Resource Management. New Delhi: Excel Books.
- * Rao, P. S. International Human Resource Management. Mumbai: Himalaya Publishers.
- * Tayeb, M. H. International Human Resource Management. New Delhi: Oxford University Press.

Case Study:

- * Conflicting expectations: where pay and performance collide Page no. 299, IHRM: managing people in a multinational context- Peter J. Dowling, Denice E Welch
- * **Focus: This course focuses on Employability and aligned with CO4**

Course Outcomes: After completion of the course, student will be able to:

- * Understand the Concept and trends of IHRM and appreciate how and why it has become so critical.
- * Describe the significance of IHRM with regard to competitiveness.
- * Define issues that impact recruitment, selection and staffing in international context.
- * Understand the future challenges related to IHRM.
- * Highlighting the core concepts of Human Resource Management in International context.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO4 / PSO1, PSO3
CO2	PO4, PO3 / PSO1, PSO3
CO3	PO1, PO6 / PSO1, PSO6
CO4	PO6, PO1 / PSO2, PSO6

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BBAE0107: LEADERSHIP SKILLS & CHANGE MANAGEMENT

Introduction: This course will focus on individual, team, and organizational leadership and will provide learners with the foundation for examining and developing their own individual leadership style.

Objectives: To enable the students gain insights into the various skills with regard to the phenomenon of leadership and change management.

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Leadership: Definition, Importance of Leadership, Role of Leader, How is leadership differentiated from Management?</p> <p>Theories of Leadership: Contingency & Situational theories of leadership, Leadership Model, Leadership Competencies.</p> <p>Managing Change: The nature of organizational change, How change emerges in organizations, Strategies of change and its communication,</p>	22

II	<p>Enablers and obstacles to change, Successful processes of organizational change, Change implementation and its performance.</p> <p>Leading people to Change: Social identity of organizational system: how to investigate it, Individual dimensions of the change process Individual reaction to the change process, Groups dynamics in changing, Learning process, change , monitoring, A changing future – preparing for progressive and continual change, Innovation and trends for the future.</p>	23
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Reference Books/ Text Books / Cases:

- * Haldar, U. K. Leadership and Teambuilding. New Delhi: Oxford University.
- * Heighes, R. L. Leadership: Enhancing the Lessons of Empowering. New Delhi: Tata McGraw Hill.
- * Swailes, S. Organizational Chang. New Delhi: Prentice Hall International

Case Study:

- * Experience at GlaxoSmithKline (GSK) – McCalman James, Paton A. Robert, Change Management – A guide to effective implementation, New Delhi: Sage Publications
- * **Focus: This course focuses on Skill development and aligned with C04**

Course Outcomes: After completion of the course, student will be able to:

- * Understand the concept of leadership in an organizational context
- * Understand the concept and different approaches to manage change in an organization.
- * Understand the concept and different theories of leadership and summarizing its importance for effective management.
- * Identifying the different roles of change agent and understand the threats.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO5 / PSO1, PSO4, PSO2
CO2	PO1, PO6 / PSO1, PSO2
CO3	PO1, PO6 / PSO1, PSO6
CO4	PO6, PO1 / PSO2, PSO6

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BBAE 0108: LABOUR LAWS

Introduction: The course aims to provide rather, it attempts to give the student a strong, critical grasp on some of the important issues which arise in the area.

Objectives: To enable the students with a solid grounding in labour law so that they have an idea as to how the various laws are implemented in the Indian context for the labor force.

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to labour Legislation: Labour Laws- Concept, Origin, Objectives and Classification, Philosophy of Labour Laws, Labour Policy, Emerging Issues and Future Trends.</p> <p>The Factories Act, 1948- Scope definition, approval of licensing and registration of factories, the inspection staff- Powers of Inspectors, certifying surgeons, healthy, safety and welfare provisions, working hours of adults, employment of women and young persons, annual leave with wages, penalties and procedure.</p> <p>Wages and Labour Laws: The payment of Wages act, 1936- Application of the act, rules for the payment of Wages, Deductions from Wages, maintenance of registers and records, Inspectors, Appeal.</p> <p>The Minimum Wages act, 1948- Object, fixation and revision of wages, advisory board and central advisory board, safeguards in payment of minimum wages.</p>	22
II	<p>Labour Welfare and Social Security: An overview of Employee State Insurance Act 1948 for The workmen' compensation Act, 1923- Defences available to employers before passing the act, scope and coverage of the act, rules regarding workmen's compensation, Amount of compensation, Distribution of compensation.</p> <p>Industrial Relations Law: The Trade union act, 1926- Trade unions, registration of trade unions, cancellation of registration and appeal, Rights and privileges of registered Trade union, Amalgamation and Dissolution of trade union, regulations and penalties.</p> <p>The Industrial Dispute act, 1947- Object, what is an Industrial Dispute, Strikes and Lock-out- Prohibition of strikes and lockouts, lockout in public utility services, strike and lockout in industrial establishments, illegal strikes and lockouts, Lay-off, retrenchment. Brief introduction of Conciliation Machinery, Adjudication Machinery and Voluntary reference of Disputes to Arbitration, Employee Provident Fund Act 1952.</p>	23

Reference Books/ Text Books / Cases:

- * Goswami, V. G. Labour and Industrial Law. Allahabad: Central Law Agency.
- * Kapoor, N. D. Elements of Merchantile Law. New Delhi: Sultan Chand & Sons.
- * Saiyed, I. A. Labour Laws. Mumbai: Himalaya Publication House.
- * Srivastava, S. C. Industrial Relations and Labour Law. Noida: Vikas Publishing House
- * Taxmann. Labour Law. New Delhi: Taxmann Publications Limited.

Case Study:

- * MGK union vs Balkrishnan- Saiyed, I. A, Labour Laws, Himalaya Publishing House
- * **Focus: This course focuses on Skill development and aligned with CO2**

Course Outcomes: After completion of the course, student will be able to:

- * Outline the legal framework within which Indian labour law operates.
- * Understand concepts such as industrial relations, employment practice, Labour conditions and social welfare.
- * Discuss the importance of ensuring the health, safety and welfare of the workmen.
- * Describe the Industrial and Labour system of the country.
- * Explain the importance of legal institutions and their application.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO1, PSO2
CO2	PO1, PO4 / PSO1, PSO3
CO3	PO1, PO5 / PSO1, PSO4, PSO2
CO4	PO1, PO4 / PSO1, PSO3

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BBAE0205: MARKETING OF SERVICES

Introduction: *Services add more economic value than any other means, in developed countries. This course intends to explain the various concepts related to the marketing of services*

Objectives: *To enable students gain insights into the field of marketing of services and how it has come essential in the overall scheme of things for a business organization*

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Services Marketing: Definition, Concept & Characteristics of Services, Difference between goods & Service Marketing. Classification of services. Importance of Services Marketing. Extended Service Marketing Mix: Service Products, Pricing Decisions of Services, Service Promotion, Place(distribution) in services, People & Internal marketing in services, Processes, Managing Physical Evidences in services. Challenges & issues in services marketing, Service Blueprint	23
II	Service Marketing Strategies: Segmentation, Targeting, positioning. Understanding customer expectation & zone of tolerance. Delivering Quality Service: Challenges faced while measuring service quality, the customer expectation Vs perceived service gap, Measures of service quality, SERVQUAL & GAP model. Application of elements of service marketing mix in BFSI sector, Education, Telecom, Hospitality (Travel, Tourism & hotels), Health (Hospitals). Role of IT and emerging technologies in service marketing	22

Reference Books/ Text Books / Cases:

- * Apte, G. Services Marketing. New Delhi: Oxford University Press.
- * Bhattacharya, C. & Shanker, R. Service Marketing. New Delhi: Excel Books.
- * Bitner, Z. Service Marketing. New Delhi: Tata McGraw Hill.
- * Lovelock, C., Service Marketing: People, Technology & Strategy. New Delhi: Pearson Education.
- * Nargundkar, R. Service Marketing. New Delhi: Tata McGraw Hill.
- * Rao, K. R. M. Service Marketing. New Delhi: Pearson Education.

Case Study:

- * Bharat Sanchar Nigam Limited, Christopher Lovelock, Pearson

* **Focus:** This course focuses on Skill development and aligned with CO3

Intended Outcomes: After completion of the course, student will be able to:

- * Identify the concepts & practical applications of service marketing.
- * Outline the role of people, physical evidences & processes in service marketing.
- * Highlight the skills required in service communication that differs substantially from those of goods marketing.
- * Infer the concept of service quality model and highlights the gaps in service delivery
- * Interpret applications of elements of service marketing mix in banking, education, telecommunication and hospitality industry.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO4 / PSO1, PSO3
CO2	PO1, PO5, PO7 / PSO1
CO3	PO1, PO6 / PSO1, PSO2
CO4	PO1, PO6 / PSO1, PSO6

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BBAE0206: RETAIL MANAGEMENT

Introduction: Share of organized retail is increasing at a great pace in India, therefore, it becomes important to make students understand the concepts related to retail management.

Objectives: To enable students to gain insights into the various developments which are taking shape in the retail landscape in the country and how it is influencing business

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction—Retailing concept, nature, scope, and functions, Retailing scenario in India and its future prospects. Types of Retail Outlets. MNC's role in organized retailing.</p> <p>Situational Analysis: Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, nonstore-based, and Other forms of nontraditional retailing.</p> <p>Retailer Relationship: Customer Relationship & Channel Relationship.</p> <p>Retail Location & Site Selection: Factors affecting location decision, importance of location to a retailer, types of retail location, trading area analysis, Location based retail Strategies & Site Selection.</p>	22

II	<p>Store Design: Interior & Exteriors, Store layout, Types of layouts, Factors affecting store layout & Display.</p> <p>Store Administration: Space management, Managing store inventories and display.</p> <p>Merchandise Management: Concept, Importance, devising merchandise plans & implementation of these plans</p> <p>Pricing in Retailing: Factors affecting retail price, retail pricing objectives & developing retail price strategy.</p> <p>Retail Communication Mix: elements of retail promotional mix, Planning retail promotional strategy & significance of retail image.</p>	23
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Reference Books / Text Books / Cases:

- * Bajaj, C., Tow, R. & Srivatsava, N. V. Retail Management. New Delhi: Oxford University Press.
- * Berman, B. and Evans, J. R. Retail Management. New Delhi: Pearson Education.
- * Nair, S. Retail Management. New Delhi: Himalaya Publishing House Pvt. Ltd.
- * Newman, A. J. and Cullen, P. Retailing: Environment and Operations

Case Study:

- * Mall Retailers: The search for growth, Berman B & Evans JR, Pearson Education
- * **Focus: This course focuses on Skill development and aligned with C03**

Intended Outcomes: After completion of the course, student will be able to:

- * Identify the basic concepts of retail management.
- * Classify the various factor affecting location, site and store designing.
- * Report the plans for merchandise management.
- * Recognize the various elements of retail price and promotional mix

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO2 / PSO1, PSO2
CO2	PO1, PO6 / PSO1, PSO2
CO3	PO1, PO4 / PSO3, PSO3
CO4	PO1, PO4 / PSO1, PSO3

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BBAE0207: PRODUCT & BRAND MANAGEMENT

Introduction: This course should develop the basic understanding about the concept related to Product and Brand Management.

Objectives: To enable the students gain insights into what goes into the making of a successful brand by formulating policies which create reliable products

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Product Management: What is a Product- Product Personality, Types of Products- Product Line, and Product Mix. Factors influencing design of the product.</p> <p>Developing Product Strategy: PLC, Launching Strategies, Portfolio Management-BCG, GE, Porter's Model, Competitor's Analysis, Market potential, Product Demand pattern and Trend Analysis.</p> <p>New Product Development- Product Differentiation and Positioning strategies, Market Potential & Sales Forecasting- Forecasting target market potential and sales- Methods of estimating market and sales potential, planning for involvement in international market.</p>	23
II	<p>Pricing the Offer: Price Elasticity of Demand, Costs, Pricing Strategies. Concept of Product Testing. Test Marketing. Product Launch.</p> <p>Brand Management- What is a Brand, Types, Brand Development: Extension, Re launch-Product Vs Brands, Goods and services, Retailer and distributors, Brand challenges and opportunities, The brand equity concept, Identity and image, Building global brands, Branding failures, Packaging, Labeling</p>	22

Reference Books/ Text Books / Cases:

- * Chunawalla, S. A. Product Management. Mumbai: Himalaya Publishing House.
- * Chunawalla, S. A. Brand Management. Himalaya Publishing House.
- * Kapferer, J. The New Strategic Brand Management. New Delhi: Viva Books.
- * Pati, D. Branding Concepts. New Delhi: Macmillan Publishing.
- * Sengupta, S. Brand Positioning Strategies for Competitive Advantage. New Delhi: Tata McGraw Hill.
- * **Focus: This course focuses on Skill development and aligned with CO3**

Course Outcomes: After completion of the course, student will be able to:

- * Compare the relationship between Corporate Strategy, Product and Brand Management. (To understand the fundamental concepts of product and brand development and management)
 - * Interpret the various dimensions of product management (Interpret Tools and metrics for developing product strategies.)
 - * Apply an understanding in pricing the product
 - * Infer the various aspects related to the evolution of a brand
- Discuss a framework to understand the new product develop

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO4 / PSO1, PSO3
CO2	PO1, PO2 / PSO1, PSO2
CO3	PO1, PO5 / PSO1, PSO4, PSO2
CO4	PO1, PO4 / PSO1, PSO3

BBAE0208: CUSTOMER RELATIONSHIP MANAGEMENT

Introduction: This course highlights as Technologies and Customer Expectations rapidly change, Business realizes the value of Long Term Relationships with Customers and the need for CRM.

Objectives: To enable the students gain insights into how companies go about maintaining long term relationships with customers based on CRM

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction and Significance of CRM: CRM Concepts; benefits of CRM; challenges for CRM; CRM Model; CRM: success factors, the three levels of Service / Sales; The Myth of Customer Satisfaction; Understanding Principles of Customer Relationship; Relationship Building Strategies; Building Customer Relationship; Management by Customer Retention; Stages of Retention; Understanding Strategies to Prevent Defection and Recover Customers; CRM as a strategic marketing tool; CRM significance to the stakeholders.</p> <p>CRM Process: Introduction and Objectives of a CRM Process; an Insight into CRM; The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM(sales force automation and call center), 4C's (Elements) of CRM Process; CRM Process for Marketing Organization; CRM Affiliation in Retailing Sector.</p>	23
II	<p>CRM in Marketing: One-to-one Relationship Marketing, Cross Selling & up Selling, Behavior Prediction, Customer Profitability & Value Modeling, Channel Optimization, Event-based marketing.</p> <p>Implementation and Trends in CRM: Choosing the right CRM Solution; Framework for Implementing CRM: a Step-by-Step Process: Five Phases of CRM Projects; Development of Customizations; power user Beta Test and Data Import; Train and Retain; Roll out and System Hand-off;</p> <p>CRM Current Trends: e-CRM/online CRM, Key e-CRM features, Data Warehousing – Data mining for CRM,an introduction to CRM software packages</p>	22

Reference Books/ Text Books / Cases:

- * Kumar, V. & Werner, J. Customer Relationship Management - A Database Approach. New Delhi: Wiley India.

- * Mohammed, H. P. & Sagadevan, A. Customer Relationship Management. Noida: Vikas Publishing House.
 - * Paul, G. CRM-Essential Customer Strategies for the 21st Century. New Delhi: Tata McGraw Hill.
 - * Rai, A. K. Customer Relationship Management – Concept and Cases. New Delhi: PHI Learning
- Case:**
- * CRM case study: AMAZON.COM; John W.Gosney and Thomas P. Boehm 2001, customer relationship essentials, Prentice Hall Of India

Focus: This course focuses on Skill development and aligned with CO1

Course Outcomes: After completion of the course, student will be able to:

- * Understand about the concept and significance of CRM.
 - * Identify and understand about the various tools and techniques for implementing CRM
 - * Describe the concept of CRM cycle.
 - * To understand marketing aspects of Customer relationship management
- Discuss To understand about the various current trends in CRM.**

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO1, PSO6
CO2	PO4, PO3 / PSO1, PSO3
CO3	PO1, PO4 / PSO1, PSO3
CO4	PO1, PO6 / PSO1, PSO2

BBAE0305: INVESTMENT MANAGEMENT

Introduction: The course is intended to develop familiarity with the theory and empirical evidence related to investment analysis and portfolio management.

Objectives: To enable the students to gain insights into how to become professional investors or researchers in the field of finance and investment

Credits: 04

Semester VI

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Investment – Nature, Objectives and Process, Investment, Speculation & Gambling, Factors influencing selection of investment, Alternatives for Investment, Capital Market and its classification</p> <p>New Issue Market: Concept, Function, Role, Concept of Underwriting, Methods of Floating New Issue, Pricing of New Issue.</p> <p>Secondary Market: Stock Exchanges in India – BSE & NSE, Functions of Stock Exchange, Trading System – Parties Involved,</p>	22

	Mechanism of Price Quotes, Types of Order, Settlement, Concept of Dematerialization, Online Trading.	
II	Market Indices – SENSEX & NIFTY, Introduction to Future & Options Segment, Concept of Mutual Funds. Fundamental Analysis: Economy Analysis, Industry Analysis, Company Analysis Technical Analysis: Assumptions, Dow Theory, Support & Resistance Level, Indicators, Charts – Point & Figure Chart, Bar Chart, Chart Patterns, Limitations, Overview of Efficient Market Theory.	23

Reference Books/ Text Books / Cases:

- * Bhalla, V. K. Investment Management. New Delhi: S. Chand & Company Ltd.
- * Bhat, S. Security Analysis and Portfolio Management. New Delhi: Excel Books.
- * Chandra, P. Investment Analysis and Portfolio Management. New Delhi: Tata McGrawHill.
- * Khatri, D. K. Investment Management and Security Analysis. New Delhi: Macmillan Publishers India Ltd.
- * Pandian, P. Security Analysis and Portfolio Management. New Delhi: Vikas Publishing House Pvt. Ltd.
- * Ranganatham, M., & Madhumathi, R. Investment Analysis and Portfolio Management. New Delhi: Pearson
- * **Focus: This course focuses on Skill development and aligned with CO4**

Course Outcomes: After completion of the course, student will be able to:

- * Comprehend the investment alternatives that exists in the financial markets
- * Understand the market for investment assessment
- * Remember the ways of analysis of secondary markets
- * Recognize fundamental and technical analysis with regard to investment

Mapping of course outcome with Programme outcome and Programme specific outcomes

Cos	POs / PSOs
CO1	PO1, PO5 / PSO1, PSO4, PSO2
CO2	PO1, PO6 / PSO1, PSO6
CO3	PO1, PO6 / PSO1, PSO2
CO4	PO1, PO6 / PSO1, PSO6

Introduction: This course in taxation laws and practices-I is designed to help students to appreciate the importance of direct tax (Income Tax) in India.

Objective: To enable the students with regard to giving insight into the various heads of income along with computation of Tax liability of an individual.

Credits: 04

Semester VI

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Income Tax Act, 1961: Basic Concepts: Income, Agricultural Income, Casual Income, Assessee, Assessment Year, Previous Year, Gross Total Income. Tax Evasion, Avoidance, and Tax Planning. Mutual relationship between Income tax Act and Finance Act. Interpretation of tax laws. Heads of Income: Residential Status and Tax Liability, Income From House Property, Simple Numericals. Income From Business & Profession-Simple Numericals,, Income From Salaries-Meaning,	22
II	Heads of Income: , Allowances, Perquisites, Valuation of Perquisite s, Provident Fund, Retirement Benefits. Simple Numericals, Income From Capital Gains, Income from other sources. Determination of Gross Total Income and tax liability of an individual. Simple Numericals. Deductions under section 80 C to 80 U.	23

Reference Books/ Text Books / Cases:

- * Singhania, V. K. & Singhania, M. Students' Guide to Income Tax with Service Tax and Value Added Tax. New Delhi: Taxmann Publications Pvt. Ltd.
- * Ahuja, G. & Gupta, R. Systematic approach to Income Tax. New Delhi: Bharat Law house.
- * **Focus: This course focuses on Employability and aligned with CO3**

Course Outcomes: After completion of the course, student will be able to:

- * Tell basic knowledge about taxation laws
- * Interpret principles and provisions in Income –tax Act, 1961.
- * Classify and compare income under various headings

Illustrate the main concepts and principles of Income Tax

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO1, PSO6
CO2	PO1, PO2 / PSO1, PSO2
CO3	PO1, PO6 / PSO1, PSO2
CO4	PO1, PO2 / PSO1, PSO2

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BBAE0307: PERSONAL FINANCIAL PLANNING

Introduction: *This course has been designed to assist the student in building a conceptual framework with which to make prudent financial decisions*

Objectives: *To enable the students gain insights into personal financial planning; basic financial planning; investing at low risk vs. aggressive investing and other aspects*

Credits: 04

Semester VI

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Personal Financial Planning: Meaning, need, process; developing personal financial goals, opportunity cost, time value of money, financial advising, system for personal financial records, personal financial statements, money management and achieving financial goals. Saving plans and their evaluation, consumer credits and their types, choosing a source of credit	22
II	Housing decisions factors and financing, health insurance and financial planning Life insurance and its types, determining life insurance needs, buying life insurance Preparing for an investment program, factors affecting choice of investment, alternatives for investment – stocks, bonds, mutual funds, real estate, metals & gems, others; retirement planning	23

Reference Books/ Text Books / Cases:

- * Kapoor, J., Dalbay, L. & Robert, J. H. Personal Finance. New Delhi: Tata McGraw Hill.
- * Victor, H. G. & Rosenbloom, J. S., Personal Financial Planning. New Delhi: Tata McGraw Hill
- * Rejda, G. E. Social Insurance And Economic Security. New Delhi: Prentice Hall

Case:

- * Suitable case lead from Victor Hallman G. & Rosenbloom Jerry S., *Personal Financial Planning*, Tata McGraw Hill
- * **Focus: This course focuses on Employability and aligned with CO3**

Course Outcomes: *After completion of the course, student will be able to:*

- * *List about taking personal and family financial decisions.*

- * Describe a conceptual framework upon which to base decisions of personal and family financial stewardship.
- * Summarize the goals and functions of the individual financial decision maker.
- * Infer sources of financing available for personal and family

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO4 / PSO1, PSO3
CO2	PO4, PO3 / PSO1, PSO3
CO3	PO1, PO6 / PSO1, PSO6
CO4	PO1, PO5 / PSO1, PSO4, PSO2

BBAE0308: CORPORATE ACCOUNTING

Introduction: This course in corporate accounting deals with various concepts such as shares, amalgamation, valuation of share and goodwill, holding, etc.

Objective: To enable the students to develop awareness about corporate accounting thereby gaining insights into such concepts as liquidation, share issuing and valuation, etc.

Credits: 04

Semester VI

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Issue of shares -Calls in arrears and Calls in Advance, Forfeiture and Re-issue of forfeited shares. Valuation of Shares - Meaning, factors affecting valuation, Different methods of valuation of shares, Numerical Valuation of Goodwill -Meaning, Types of Goodwill, Different methods of Valuation of Goodwill, Numerical Amalgamation - Merger and Acquisition, Different methods of purchase consideration. Numerical	22
II	Liquidation of a company – liquidators’ final statement of account, Numerical. Accounting of Holding company & subsidiary company – Preparation of Consolidated Balance Sheet and calculation of minority interest. Numerical	23

	Profit Prior to Incorporation- Calculation of profit prior and post to incorporation. Numerical	
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Reference Books/ Text Books / Cases:

- * Gupta, R. L. Company Accounts. New Delhi: Sultan Chand & Sons.
- * Maheswari, S. N. Corporate Accounting. Noida: Vikas Publication House.
- * Shukla, M. C., Grewal, T. S. & Gupta, S. C. Advanced Accounts. New Delhi: S.Chand & Co.

Case:

- * Based on latest annual report of limited companies
 - * **Focus: This course focuses on Employability and aligned with CO2**

Course Outcomes: After completion of the course, student will be able to:

- * Show the accounting procedure
 - * Infer in-depth knowledge of issuance and valuation of shares
 - * Discuss about such concepts as liquidation, amalgamation and accounting of holding company
- Interpret profit and loss prior to incorporation

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO2 / PSO1, PSO2
CO2	PO1, PO5 / PSO1, PSO4, PSO2
CO3	PO1, PO4 / PSO1, PSO3
CO4	PO1, PO6 / PSO1, PSO6

BBAE0405: PRINCIPLES AND PRACTICES OF GENERAL INSURANCE

Introduction: The subject covers the principles and practices related to general insurance as applicable in India within the larger economic system.

Objectives: To enable the students in getting an outlook of general insurance operates on a day-to-day basis and how policies are formed with regard to the same.

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
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I	Introduction:- Meaning and Definition of General Insurance, History of General Insurance, Nature, Scope , Significance and Functions of general Insurance Business, Concept and Principles of Premium Rating, the concept of Risks, Characteristics of Insurable Risk. Contract Design and Underwriting General insurance Policies: Marine Insurance Policy: Meaning, definition, classification, Fire Insurance: Meaning, nature of fire insurance, fire insurance contract, kinds of policies,	22
II	Miscellaneous Insurance: Motor Insurance Meaning, principle, kinds of policy, Personal Accident Insurance: Meaning & Types, Burglary and Fidelity Insurance. Crop and Cattle Insurance. General insurance Business in India:- General Insurance Functional set Up in India. Organizational Structure of General Insurance Companies, The General Insurance Business Market in India in the present Business Environment. General Insurance Corporation of India, Private insurance companies in India.	23

Reference Books/ Text Books / Cases:

- * Lunawat, M. L., Shah, R. S. & Palande, P. S. Insurance in India. New Delhi: Sage Publications.
- * Mishra, M. N. Insurance Principles and Practice. New Delhi: S. Chand & Company.
- * Panda, G. Principles and Practice of Insurance. New Delhi: Kalyani Publishers.
- * Sarma, K. V. S. & Murthy K. S. N. Modern Law of Insurance In India. Mumbai: N.M. Tripathi Pvt. Ltd.
- * **Focus: This course focuses on Employability and aligned with CO2**

Course Outcomes: After completion of the course, student will be able to:

- * Explain about general insurance & its importance in today's business world.
- * Understand the main concepts and principles of general insurance
- * Remember the learning in solving problems associated with general insurance.
- * Classify the various types of general insurance policies

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO1, PSO6
CO2	PO1, PO6 / PSO1, PSO2
CO3	PO1, PO6 / PSO1, PSO6
CO4	PO1, PO6 / PSO1, PSO2

Introduction: This course introduces the prevailing banking laws in India & develops a broad understanding of central banking and monetary issues.

Objectives: To enable students to gain deep knowledge base of regulatory environment by way of RBI Act and Banking Regulation Act.

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Evolution of Money, Evolution of Indian Banking System Kinds of Banks-Commercial Banks, Co-Operative Banks & Development Banks in India and their Functions; Meaning & Functions of Central Bank, Principle and System of Note issues by Central Bank, Meaning, Objectives & Instruments of Monetary Policy, Recent Trends in Central Banking; Prevention of Money Laundering Act, 2002 (PMLA). Regulatory Environment: Rationale for Bank Regulation, Major Provisions of RBI Act, 1934, Regulation by RBI for - Nature of Banking Business, Licensing, Capital Requirements, KYC, Relationship between Banker and customer; Bank's duty to customers; Banking Ombudsman, NPA, CRR & SLR, Critical evaluation of RBI	22
II	Electronic Banking and IT in Banks: Funds Transfer mechanism: ECS, EFT, RTGS, NEFT; Clearing House operations: MICR, CTS; e- banking services; Cyber Crime & Fraud management. Case studies: ICICI Chandrakochar case, & Yes bank case, CIBIL (Credit Information Bureau of India Ltd. Banking Regulation Act, 1949: Meaning & Major Provisions of Banking Regulation Act, Powers of RBI under Banking Regulation Act, Nationalization of Commercial Banks under Banking Companies (Acquisition of Undertakings) Act, 1970; Securitisation and Reconstruction of Financial Assets and Enforcement of Securities Interest Act, 2002 (SARFAESI Act)	23

Reference Books/ Text Books / Cases:

- * Cranston, R. Principles of Banking Law. New Delhi: Oxford University Press.
- * Khubchandani, B. S. Practice and Law of Banking. New Delhi: Macmillan Indian Limited.
- * Singh, A. Laws of Banking & Negotiable Instruments. New Delhi: Eastern Book Company
- * Tomar, D. Theory of Banking: History, Law and Practice. New Delhi: Vista International Publishing House
- * **Focus: This course focuses on Skill development and aligned with CO2**

Course Outcomes: After completion of the course, student will be able to:

- * Explain evolution of money and central banking system
- * Define the banking regulatory environment in the country
- * Understand the regulatory framework for banks through RBI Act.
- * Describe the major provisions of Banking Regulation Act.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO1, PSO6
CO2	PO1, PO4 / PSO1, PSO3
CO3	PO1, PO2 / PSO1, PSO2
CO4	PO1, PO5 / PSO1, PSO4, PSO2

BBAE0407: MARKETING OF FINANCIAL PRODUCTS AND SERVICES

Introduction: This course introduces the students to an overview of financial system and financial products and services in India and related marketing strategies

Objectives: To enable the students to gain insights into marketing and planning of various financial products and services like banking and non banking.

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Financial Products & Services: Meaning, Role, nature and characteristics, Scope and Types of Financial Services, fund based and non-fund based financial services, An Overview of various financial product & services in India, a conceptual framework of financial market in India. An introduction of International Financial Services Centres Authority. Marketing Planning: An overview, Marketing Environment: Analyzing financial services marketing environment- macro and micro components;	22
II	Understanding financial services customer, Marketing Mix Strategy. Marketing of Financial Services: Banking products and services, Venture capital financing, Credit Rating Services, Factoring, Forfeiting and Bill discounting, Plastic Money (Debit, Credit & Smart Card), Securitization, Marketing Strategy for Banking Services, Marketing of insurance products- Life and Non Life Products.	23

Reference Books/ Text Books / Cases:

- * Arora, S. Marketing of Financial Services. New Delhi: Deep & Deep Publishing House.
- * Avdhani, V. A. Marketing of Financial Services. Mumbai: Himalaya Publishing House.
- * Apte, G. Services Marketing. New Delhi: Oxford University Press.
- * Bhattacharya, C. & Shanker, R. Service Marketing. New Delhi: Excel Books.
- * Khan, M.Y. Indian Financial System - Theory and Practice. Noida: Vikas Publishing House.
- * **Focus: This course focuses on Employability and aligned with CO3**

Course Outcomes: After completion of the course, student will be able to:

- * Understand about the various types of financial products and services.
- * Learn about the marketing environment with regard to financial services
- * Discuss how financial products and services are marketed.
- * Describe the recent developments in marketing of Financial Products & Services.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO6, PO1 / PSO5, PSO7
CO2	PO5, PO1 / PSO5, PSO7
CO3	PO1, PO5, PO7 / PSO1
CO4	PO1, PO6 / PSO1, PSO6

BBAE0408: MANAGEMENT OF COMMERCIAL BANK

Introduction: This course introduces the students to the commercial banking system in India. It also gives a broad framework of retail banking and emerging trends in this field

Objectives: To enable the students gain insights into the emerging trends in the commercial banking scenario both at national & international levels.

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Meaning, Functions of Commercial Banks, Services Rendered, General Structure and Methods of Commercial Banks, Mechanism of Credit Creation, Clearing House System, System of Banking – Group Banking & Chain Banking, Unit Banking & Branch Banking, Investment Banking & Mixed Banking, Universal Banking, Merchant Banking & Virtual Banking. Retail Banking: Introduction, Characteristics, Advantages and Constraints in Retail Banking, Evolution of Retail Banking in India, Present Status and Global Trends in Retail Banking, Distinction Between Retail & Corporate Banking,	22
II	Overview of Retail Banking Products – Home Loans, Vehicle Loans, Personal Loans, Educational Loans, Credit & Debit Cards and Remittances, Safe deposit vaults. Emerging Trends: Social Responsibility of Banks Concept, Design & origin of E-Banking, Scope and Type of E-Banking – Internet Banking, Mobile Banking etc., Issue and Challenges in E-Banking, Advantages and	23

	Limitations of E-Banking. Internet Banking Functions, Electronic fund management, Security and control systems-cyber crimes & fraud management, E-Banking Demo Exercise	
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Reference Books/ Text Books / Cases:

- * Gopinath, M. N. *Banking Principles & Operations*. Mumbai: Snow White Publications Pvt. Ltd.
- * Saxena, G. S. *Legal Aspects of Banking Operations*, New Delhi: Sultan Chand and Sons.
- * Sethuraman, J. *Retail Banking*. New Delhi: Macmillan Publishers India Ltd.
- * Varshney, P. N. *Banking Law and Practice*. New Delhi: Sultan Chand and Sons.
- * **Focus: This course focuses on Employability and aligned with CO3**
- *
- *

Course Outcomes: After completion of the course, student will be able to:

- * Understand about framework and functioning of commercial banks.
- * Discuss deep knowledge of retail banking and its products
- * Explain retail banking and how it is different from corporate banking
- * Understand the various emerging trends in banking at national & international level

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO4, PO3 / PSO1, PSO3
CO2	PO1, PO6 / PSO1, PSO6
CO3	PO6, PO1 / PSO2, PSO6
CO4	PO1, PO6 / PSO1, PSO2

BFBE0305: CREATIVITY & INNOVATION

Introduction: This course is designed for students who believe they will one day be involved in a creative, entrepreneurial or “intrapreneurial” (corporate) venture

Objectives: To enable the students to someday work within an innovative company, such as one in the arts (record label, movie studio), sciences (biotech, clean energy) or Internet (consumer, enterprise).

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Innovation and Creativity: innovation in the business, Introduction to seminal theories, Framework for Innovation and Creativity in the organization, Theories of creativity, The creative Problem solving structure, Framework for studying creativity within the growth organization; intrapreneurship vs. entrepreneurship.</p> <p>Leading the Creativity Organization: Creativity and leadership, Creativity tips and practices of the masters.</p>	22
II	<p>Leadership style in innovation, Innovative leadership styles for the entrepreneurial organization; exploration of leaders in the organizations, Key principles of leadership for unlocking creativity.</p> <p>Managing & Developing the Creative Organization: The “Human Equation” – how to foster creativity within the organization, Functional Creativity: Human Resources, Company Culture & Unusual Workspaces, Focus on creativity & innovation in the larger company environment.</p>	23

Reference Books/ Text Books / Cases:

- * Batra, P. Brainstorming Forcreativity& Innovation, New Delhi: BatraBooka.
- * Ceserani, J. &Greatwood, P. Innovation and Creativity. New Delhi: Kogan Page India Pvt. Ltd
- * Dyer, J., Gregersen, H. & Christensen, C. M. The Innovator’s DNA. Harvard Business School Press.
- * Safawi, A. D. & Dehlvi, A. W. Revolution and Creativity. New Delhi: Rupa & Company.

Case:

- * “The case of the Critical Attitude”, Innovation and Creativity JonneCeserani& Peter GreatwoodKogan Page India Pvt. Ltd., Page No.37
- * **Focus: This course focuses on Employability and aligned with CO2**

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the concept of creativity and innovation.
- * Describe the theories of creativity and innovation.
- * Classify the key principle of leadership and various styles.
- * Remembering the problem-solving abilities and gain access to tools for the same.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO5 / PSO1, PSO4, PSO2
CO2	PO1, PO4 / PSO1, PSO3

CO3	PO1, PO6 / PSO1, PSO6
CO4	PO1, PO6 / PSO1, PSO2

BFBE0306: MATERIALS MANAGEMENT

Introduction: This course will help those management students who are taking family business as specialization and will manage their production oriented family business in future.

Objectives: To enable the students gain insights into various pre-requisites such as inventory which are necessary with regard to day-to-day running of a business

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Materials Management- Importance, Objectives- Interface with other functions, Materials management – functions – material planning and budgeting, Material requirement planning (MRP), Master Production Schedule - Bill of Materials – BOM Explosion - Material flow in MRP. Value Analysis, Purchasing Methods, purchase functions and procedure, Inventory - Need of Inventory - Costs associated with Inventory - Types of Inventory- Basic EOQ Model - EOQ with discounts - Classification of material - ABC Analysis - VED, HML, FSN, GOLF, SOS (Numericals expected on Basic EOQ, EOQ with discounts & ABC)	23
II	Purchase Management - Purchasing - Procedure - Dynamic purchasing - Principles - Import substitution - International Purchase - Import purchase Procedure Inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN. Materials Handling - Principles of Materials Handling system - Materials Handling Equipments – Store Keeping - Objectives - Function of store keeping - Store responsibilities& Procedure- Layout & Location of store house - Centralized store room - Equipment - Security measures - Protection and prevention of stores - Fire and other Hazards - Bincard - Stock Cards, Environmental issues	22

Reference Books/ Text Books / Cases:

- * Ashwathapa, K. Production and Operations Management
- * Chary, S.N. Production and Operations Management, TMH Publications
- * Jain, S.P. & Narang. Cost and Management Accounting
- * Nair, N. K. Purchasing and Material Management. Nodia: Vikas Publishing House.
- * Sople, V. V. Logistics Management. New Delhi: Pearson Education P. Ltd.

Case:

- * http://www.iimm.org/knowledge_bank/1_customer-centric-materials-management.htm

Focus: This course focuses on Employability and aligned with CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Develop the basic concepts of material management to ensure a steady supply of materials to meet the needs of the organization.
- * Recognize the appropriate inventory control models to use, purchase methods, purchase functions and organizational policies and procedures.
- * Understanding the theories and principles needed to take into account for material handling systems and equipments.
- * Identify the concepts of store keeping and security measures.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO4, PO3 / PSO1, PSO3
CO2	PO1, PO6 / PSO1, PSO6
CO3	PO1, PO6 / PSO1, PSO2
CO4	PO1, PO6 / PSO1, PSO6

BFBE0307: SOCIAL RESPONSIBILITY OF BUSINESS

Introduction: This course is the formation and stewardship of policies and processes that lead to a culture of good decision making and good decisions.

Objectives: To enable the students gain insights into the social perspective of conducting day-to-day affairs with regard to running a business and various concepts related to them

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Business: Business activities around us, Concept, Characteristics and importance of Business, , Evolution of Commerce and Industry, Environmental issues, Social issues, Labour and related issues, Ethical and Governance issues, Human Rights–UN Charter Social Responsibility of Business: Definition, Concept of social responsibility, Responsibility towards - owners, employees, consumers and society, Social values and business ethics, Environmental protection, Ethical business practice, Socially responsible business at local and national level. National & International scenario Factors influencing growth of CSR	23
II	Business Objectives, Standards & Codes: Economic, Social, Human, Environment, National and Global objectives of business, Corporate Governance, style, leadership & CSR, Codes & Standards: ISO–14001,OHSAS–18001,SA–8000, OECD Guidelines for Multinational Companies, Global-Compact,AA–1000,BS/ISO Guideline on CSR Management (ISO-26000)	22

Reference Books/ Text Books / Cases:

- * Agarwal, S. Corporate Social Responsibility in India. New Delhi: Sage Publications.
- * Chatterji, M. Corporate Social Responsibility. New Delhi: Oxford University Press.
- * Murthy, K. V. B. & Krishna, U. Politics, Ethics and Social Responsibility of Business. New Delhi: Pearson Education.
- * Sarkar, C. R. Social Responsibility of Business Enterprise. New Delhi: New Century Publications.

Case:

- * “British Petroleum in Colombia”, A case study, Corporate Social Responsibility-Cases by Subhasis Ray, ICAI University Press, Hyderabad, Page No.1.

* **Focus: This course focuses on Skill development and aligned with CO2**

Intended Outcomes: After completion of the course, student will be able to:

- * Understanding the various business activities and environmental issues.
- * Identify the relationship between ethics, morals and values in the workplace.
- * Learn the impact of CSR implementation on corporate culture.
- * Recognize various standards and codes related to business.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO1, PSO2
CO2	PO1, PO5 / PSO1, PSO4, PSO2
CO3	PO1, PO6 / PSO1, PSO2
CO4	PO1, PO4 / PSO1, PSO3

BFBE0308: EXPORT PROCEDURE AND DOCUMENTATION

Introduction: This course has been designed keeping in mind to highlight the role of Small Scale and Family managed businesses which is rapidly increasing in International Trade.

Objectives: To enable the students gain insights into the procedure and documentation about how to go about expanding the horizon of their business by going international

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Regulatory Framework & Environment: FEMA, EXIM Policy, ECGC Export Promotion council, commodity boards – Role and functions of Export Promotion council, Commodity boards, Directorates of commercial intelligence and statistics, Indian trade promotion organization, Incentives for Export Promotion Terms of International Payments, Export Financing – Pre Shipment Credit, Post Shipment Credit, EXIM Bank. Export Procedure: Registration of exporters, Export Procedure, Quality Control and Pre-shipment Inspection – inspection agencies,	23
II	Procedure for Excise and Custom Clearance, Shipment of Cargo and Clearance, Cargo Insurance, Export by Air or Post Parcel, Role of Clearing & Forwarding Agent, Procedure for Availing Export Incentives.	22

	Export Documentation: Performa invoice, commercial invoice and its attestation, packing list, Inspection, certificate, certificate of origin, GSP certification, shipping bills, A.R, A.R(4) forms, Mate receipts, GR-Forms or SDF, Marine insurance policy, ECGC policy, bill of exchange, bank certificate for Export B/L, AWB, Special Consular Invoice- bill of entry and airway bill.	
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Reference Books/ Text Books / Cases:

- * Kapoor, D. C. Export Management. Noida: Vikas Publishing House
- * Kumar, A. Export & Import Management. New Delhi: Excel Books.
- * Paul, J. & Aserkar, R. Export Import Management. New Delhi: Oxford University Press.
- * Rai, U. K. Export-Import and Logistics Management. New Delhi: PHI Learning.
- * Ramagopal, C. Export Import Procedure – Documentation and Logistics. New Delhi: New Age International.

Intended Outcomes: After completion of the course, student will be able to:

- * Understanding about the regulatory framework and environment for export.
- * Understanding the role of export promotion council and commodity boards.
- * Remembering basic procedure for export and registration of exporters.
- * Learn the pre-shipment and post-shipment documentation requirement.

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO4, PO3 / PSO1, PSO3
CO2	PO1, PO6 / PSO1, PSO6
CO3	PO1, PO5, PO7 / PSO1
CO4	PO1, PO4 / PSO1, PSO3

BBAC0806: BUSINESS ACUMEN - VI

Introduction: This course has been designed keeping in mind the continued requirements of those students with regard to developing acumen towards business-related scenarios and related decisions.

Objectives: To help students develop their acumen towards numerous business contexts. To help students develop an idea of handling various business-related scenarios

Credits: 02

Semester VI

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Informative Career Knowledge: Enhancing the awareness with regard to various career prospects as available at the disposal of the students</p> <p>Improved Leadership & Presentation Skills: To be done through such exercises as Johari's window, management games, power point presentations etc. Students divided in group of 5 students each. Students identify 4 leaders at different levels from industry, prepare their profiles and present in the class.</p> <p>Understanding Group Dynamics: Class-room exercises on developing group equations thereby leading to better coordination skills</p> <p>Identifying Self-Goals & Objectives: Making students understand the significance of self-goals and objectives and how to make their persona better thereby making a better decision maker</p>	22
II	<p>Sharing Motivating Experiences: To be done through informative videos and interviews of business tycoons which highlight their success as well as life lessons from which students can learn.</p> <p>Critical thinking- understanding, benefits, arguments and counter-arguments (to be explained with scenario analysis) with view point on concurrent business world</p> <p>Dialogue-building exercises Dialogue process on host of issues with an eye on how various business houses carry their day-to-day operations as well as special scenarios such as Mergers & Acquisitions</p> <p>Understanding Business Jargons Classroom engagement exercise where students will be made familiar with such business terminologies and jargons as employed by business houses in India and abroad</p> <p>Developing Professional Outlook Practical exposure opportunities to the students wherein they would develop a professional outlook towards how they should conduct themselves in a formal set-up of office or business</p>	23

Reference Books/ Text Books / Cases:

- * Batra, P. Brainstorming for creativity & Innovation, New Delhi: Batra Booka.
- * Lawndes, L., How to Talk to Anyone, New York, McGraw Hill Education
- * Lewis, N, Word Power Made Easy. New York, Pocket Books
- * Lynch, P. Time Power: A Proven System for Getting More Done in Less Time Than You Ever Thought Possible. Applied Management and Entrepreneurship New York, McGraw Hill Education.
- * **Focus: This course focuses on Employability and aligned with CO3**

Course Outcomes: After completion of the course, student will be able to:

- * Exhibit inter-personal skills of the next level.
- * Explain face public appearance scenarios with confidence and ease
- * Correspond with contemporary business scenarios judiciously
- * Speak on contemporary topics confidently and clearly

Mapping of course outcome with Programme outcome and Programme specific outcomes

COs	POs / PSOs
CO1	PO1, PO6 / PSO1, PSO2
CO2	PO1, PO4 / PSO1, PSO3
CO3	PO1, PO5 / PSO1, PSO4, PSO2
CO4	PO1, PO4 / PSO1, PSO2



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COURSE STRUCTURE

(UNDER CBCS)

OF

BACHELOR OF BUSINESS ADMINISTRATION (FAMILY BUSINESS)

[BBA (FB)]

I, II & III YEAR

(Session 2020-21)



First Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BFBC0001	Economics for Managers	CORE	4	0	0	4	4
2	BFBC0002	Quantitative Aspects of Business	CORE	3	1	0	4	5
3	BFBC0003	Business Organization	CORE	4	0	0	4	4
4	BCMC0003	Business Communication and Commercial Knowledge	CORE	4	0	0	4	4
5	BBAC1002	Fundamentals of Accounting	CORE	3	1	0	4	5
6	BFBC0800	Practical on Technological Aspects of Business	SEC	0	0	4	2	4
7	BFBC0801	Business Wisdom-I	SEC	0	0	4	2	4
		Total					24	30

Second Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BFBC0004	Analysis & Design of Business System	CORE	4	0	0	4	4
2	BFBC1005	Accounting for Managers	CORE	3	1	0	4	5
3	BFBC0006	Management Principles & Practices	CORE	4	0	0	4	4
4	BFBC0007	Organisational Behaviour & Culture	CORE	4	0	0	4	4
5	BELO1010	Business Ethics & Values	GE	4	0	0	4	4
	BELO0011	Remedial English						
6	BCMC0800	Practical on Computer Application in Accounting	SEC	0	0	4	2	4
7	BFBC0802	Business Wisdom-II	SEC	0	0	4	2	4
		Total					24	29



Third Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BFBC0008	Financial Management of Business	CORE	3	1	0	4	5
2	BFBC0009	Entrepreneurship & Management of Family Business	CORE	4	0	0	4	4
3	BFBC0010	Marketing Management & Consumer Behavior	CORE	4	0	0	4	4
4	BBAC1012	Human Resource Management	CORE	4	0	0	4	4
		GROUP 1: LEGAL ASPECTS OF BUSINESS						
5	BALO0105	Mercantile Law	GE	4	0	0	4	4
	BALO0110	Banking and Insurance Laws						
	BALO0111	International Law and Human Rights						
	BALO0112	Environmental Laws						
6	BCHS0102	Environmental Studies	AECC	2	0	0	2	2
7	BFBC0803	Business Wisdom-III	SEC	0	0	4	2	4
		Total					24	27

Fourth Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BCMC0012	Functional Aspect of International Business	CORE	4	0	0	4	4
2	BFBC0011	Fundamentals of Business Analytics	CORE	3	1	0	4	5
3	BBAC0010	Business Research	CORE	4	0	0	4	4
		GROUP 1: LEGAL ASPECTS OF BUSINESS						
4	BALO0106	Company Laws	GE	4	0	0	4	4
	BALO0103	Patent & Copyright Law						
	BALO0102	Intellectual Property Law						
	BALO1108	Consumer Protection Laws						
5	BFBC0013	Management of Business Ambiance & Etiquettes	AECC	2	0	0	2	4
6	BCMC0801	Communication Techniques & Presentation Skills	SEC	0	0	4	2	4
7	BFBC0804	Business Wisdom-IV	SEC	0	0	4	2	4
		Total					22	29



Fifth Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BFBC0012	Management of Business Inventiveness & Advancement	CORE	4	0	0	4	4
2		Specialization Elective 1 (Group A)	DSE	4	0	0	4	4
3		Specialization Elective 1 (Group B)	DSE	3	1	0	4	5
4	BFBC0805	Business Wisdom-V	SEC	0	0	4	2	4
5	BFBC0806	Practical on Managerial Aptitude-I	SEC	0	0	4	2	4
6	BFBJ0961	Summer Training Project Presentation	DIS/PROJ	0	0	0	3	-
		Total					19	21

Sixth Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BBAC0014	Corporate Strategic Management	CORE	4	0	0	4	4
2		Specialization Elective 2 (Group A)	DSE	4	0	0	4	4
3		Specialization Elective 2 (Group B)	DSE	3	1	0	4	5
4	BFBC0807	Business Wisdom-VI	SEC	0	0	4	2	4
5	BFBC0808	Practical on Managerial Aptitude-II	SEC	0	0	4	2	4
6	BFBJ0962	Practical on Development of Business Plan	DIS/PROJ	0	0	4	3	4
		Total					19	25



ELECTIVES - Fifth Semester

S. No.	Code	Subject	Cat	L	T	P	C
GROUP 2: HUMAN RESOURCE							
1	BBAE0101	Training & Development	DSE	4	0	0	4
2	BBAE0102	Industrial Relations	DSE	4	0	0	4
3	BBAE0103	Group Dynamics & Team Building	DSE	4	0	0	4
4	BBAE0104	Compensation & Reward Management	DSE	4	0	0	4
GROUP 3: MARKETING							
5	BBAE0201	Sales & Distribution Management	DSE	4	0	0	4
6	BBAE0202	Rural Marketing	DSE	4	0	0	4
7	BBAE0203	International Marketing	DSE	4	0	0	4
8	BBAE0204	Digital Marketing	DSE	4	0	0	4
GROUP 4: FINANCE							
9	BBAE0301	International Financial Management	DSE	3	1	0	4
10	BBAE1302	Management of Financial Institutions & Services	DSE	3	1	0	4
11	BBAE0303	Cost Accounting for Business Managers	DSE	3	1	0	4
12	BBAE0304	Working Capital Management	DSE	3	1	0	4
GROUP 5: BUSINESS ANALYTICS							
13	BFBE0101	HR Analytics	DSE	4	0	0	4
14	BFBE0102	Marketing Analytics	DSE	4	0	0	4
15	BCME0104	Financial Analytics	DSE	4	0	0	4
16	BFBE0103	Socio Technical Analytics	DSE	4	0	0	4
GROUP 6: INTERNATIONAL BUSINESS							
17	BFBE0201	International Business Environment	DSE	4	0	0	4
18	BCME0401	Management of International Trade	DSE	4	0	0	4
19	BCME0402	International Logistics	DSE	4	0	0	4
20	BCME0403	International Treaties and Conventions	DSE	4	0	0	4
GROUP 7: ENTREPRENEURSHIP & FAMILY BUSINESS							
21	BFBE0301	Managing Small & Family Business	DSE	4	0	0	4
22	BFBE0302	Project Planning & Management	DSE	4	0	0	4
23	BFBE0303	e-Business	DSE	4	0	0	4
24	BFBE0304	Modern Office Management	DSE	4	0	0	4
GROUP 8: BUSINESS LOGISTICS & SUPPLY CHAIN MANAGEMENT							
25	BFBE0401	Logistics Management	DSE	4	0	0	4
26	BFBE0402	Recent Trends in E-Commerce	DSE	4	0	0	4
27	BFBE0403	Store Keeping and Warehousing	DSE	4	0	0	4
28	BFBE0404	Purchasing and Inventory Management	DSE	4	0	0	4



ELECTIVES - Sixth Semester

S. No.	Code	Subject	Cat	L	T	P	C
GROUP 2: HUMAN RESOURCE							
1	BBAE0105	Negotiation & Counseling	DSE	4	0	0	4
2	BBAE0106	International Human Resource Management	DSE	4	0	0	4
3	BBAE0107	Leadership Skills & Change Management	DSE	4	0	0	4
4	BBAE0108	Labour Laws	DSE	4	0	0	4
GROUP 3: MARKETING							
5	BBAE0205	Marketing of Services	DSE	4	0	0	4
6	BBAE0206	Retail Management	DSE	4	0	0	4
7	BBAE0207	Product & Brand Management	DSE	4	0	0	4
8	BBAE0208	Customer Relationship Management	DSE	4	0	0	4
GROUP 4: FINANCE							
9	BBAE0305	Investment Management	DSE	3	1	0	4
10	BBAE0306	Taxation Laws	DSE	3	1	0	4
11	BBAE0307	Personal Financial Planning	DSE	3	1	0	4
12	BBAE0308	Corporate Accounting	DSE	3	1	0	4
GROUP 5: BUSINESS ANALYTICS							
13	BFBE0104	Logistics & Supply Chain Analytics	DSE	4	0	0	4
14	BFBE0105	Big Data Analysis	DSE	4	0	0	4
15	BFBE0106	Data Environment and Management	DSE	4	0	0	4
16	BFBE0107	Business Intelligence	DSE	4	0	0	4
GROUP 6: INTERNATIONAL BUSINESS							
17	BCME0404	Cross Cultural Issues in International Business	DSE	4	0	0	4
18	BCME0405	International Ethical and Legal Issues	DSE	4	0	0	4
19	BBAE0203	International Marketing	DSE	4	0	0	4
20	BFBE0202	International HR & Strategic Issues	DSE	4	0	0	4
GROUP 7: ENTREPRENEURSHIP & FAMILY BUSINESS							
21	BFBE0305	Creativity & Innovation	DSE	4	0	0	4
22	BFBE0306	Materials Management	DSE	4	0	0	4
23	BFBE0307	Social Responsibility of Business	DSE	4	0	0	4
24	BFBE0308	Export Procedure and Documentation	DSE	4	0	0	4
GROUP 8: BUSINESS LOGISTICS & SUPPLY CHAIN MANAGEMENT							
25	BFBE0405	Green Supply chain Management	DSE	4	0	0	4
26	BFBE0406	Strategic and Implementation Issues in SCM	DSE	4	0	0	4
27	BFBE0407	Performance Metrics and Modeling	DSE	4	0	0	4
28	BFBE0408	Enterprise Resource Planning	DSE	4	0	0	4



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DETAILED SYLLABUS

(UNDER CBCS)

OF

BACHELOR OF BUSINESS ADMINISTRATION (FAMILY BUSINESS)

[BBA (FB)]

BFBC0001: ECONOMICS FOR MANAGERS

Introduction: The subject aims to enable the students to grasp the details as to how things function at the economic front for any economy

Objective: To make students understand concepts related to economy and make them aware of how decisions are taken for the betterment of the same.

Credits: 04

Semester I

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Concept of Micro and Macro Economics, Meaning and Scope of Managerial Economics.</p> <p>Basic Economic Principles: Opportunity cost principle, Incremental cost principle, Principle of Time perspective, Discounting Principle and Euqi-marginal Principle.</p> <p>Demand and Supply: Concept, Types of Demand, Determinants of Demand and Supply, Law of demand and Supply, Elasticity of demand, Types of elasticity of demand – Price, Income and Cross elasticity, Elasticity of Supply.</p> <p>Cost Theory and Analysis: The Economic Concept of Cost, Short-Run and Long-Run Cost Function.</p> <p>Production Theory and Analysis: The Production Function, Production with One and Two Variable Input.</p>	22
II	<p>Types of Markets & Competition: Perfect Competition-Features, Determination of Price and Output. Monopoly-Features, Determination of Price and Output, Concept of Price Discrimination. Monopolistic Competition- Features, Determination of Price and Output. Oligopoly- Features, Determination of Price and Output, Price Rigidity Model.</p> <p>Factor Pricing: Introduction, Wages and Salary theory, Interest theory & Rent theory.</p> <p>National Income: Concept of National Income, GDP, GNP, NDP, NNP, Methods of Measuring National Income, Circular flow of economic activities and Income, Concept of Saving, Income and Investment.</p> <p>Business Cycle: Concept of Business Cycle, Minimizing effects of Business Cycles by Managers.</p>	23

Reference Books/ Text Books / Cases:

- * Geetika, Ghosh, P., & Chodhury, P. R. Managerial economics. New Delhi: Tata McGraw Hill.
- * Dwivedi, D N. Macro economics. New Delhi: Tata McGraw Hill.
- * Mehta, P L. Managerial economics. New Delhi: Sultan Chand & Sons.
- * Varshney, R. L. & Maheswari, K. L. Managerial economics. New Delhi: Sultan Chand & Sons

Focus: This course is focus on Employability aligned with CO1 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * List the micro and macroeconomic concepts and its role in decision making for industries.
- * Explain economic principles in the field of business management.
- * Interpret the theories of cost and production, production function, type of competition



* List different structures of the market, the concept of the business cycle and its importance.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	P01, P02, PS01, PS02
• C02	P02, P04, PS02, PS04
• C03	P03, P04, PS03, PS04
• C04	P02, P04, PS01, PS03, PS04

BFBC0002: QUANTITATIVE ASPECTS OF BUSINESS

Introduction: The course will enable the students in terms of understanding the quantitative aspects related to business thereby enhancing their skills.

Objective: Studying this subject would improve the mathematical abilities and statistical skills of the students and help them in understanding related concepts.

Credits: 04

Semester I

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Matrices: Addition, Subtraction, Multiplication of matrices, Inverse of matrices, Solution of systems of linear equations and its applications.</p> <p>Linear Programming: Formulation of Linear Programming Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Applications of Linear Programming. Role of Statistics in Business, Classification & presentation of data with the help of MS-Excel.</p> <p>Application of measures of central tendency -Mean, Mode, Medium, and measures of dispersion Range, Quartile Deviation, Standard deviation in business decision making, Skewness Kurtosis.</p>	22
II	<p>Time Series - Components of time Series -Additive and multiplicative models, Measurement of Trend - Semi Average method - Moving Average method - Method of Least Squares - Measurement of Seasonal Variations - Simple Average Method - Ratio to Moving Average Method, ratio-to-trend method,</p> <p>Index Numbers - Un weighted Index Numbers, weighted Index Numbers: Laspeyres, Paasche, Fisher, Bowley's and Marshall - Edgeworth's method, Cost of Living Index Number - Test on index Numbers. MS-excel based application to address the issues of Time series. Correlation - Karl Pearson's Correlation - Rank Correlation. Regression- Fitting regression equations, Uses of Regression in Business Problems.</p>	23

Reference Books/ Text Books / Cases:

- * Sharma, J. K. Business Mathematics. New Delhi: Ane Books (P) Ltd.
- * Bajpai, N. Business Statistics. New Delhi: Pearson Education (P) Ltd.
- * Levin, R. I. Statistics for Management. New Delhi: Pearson Education (P) Ltd.
- * Beri, G. C. Business Statistics. New Delhi: Tata McGraw Hill Publishing Company Ltd.
- * Gupta, S.C. Fundamentals of Statistics. New Delhi: Himalaya Publishing House

Focus: This course is focus on Entrepreneurship aligned with CO1 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Analyse the basic concepts of business statistics and its use in different business-related issues.
- * Interpret and solve a real-life business problem using the concepts of statistics.



- * *Understand the business & industry problems, along with working out their solutions in the current scenario.*
- * *Understand the statistical tool and techniques used through SPSS software.*

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PO4, PS02, PS04
• C02	PO1, PO2, PS01, PS02
• C03	PO3, PO4, PS03, PS04
• C04	PO3, PO4, PS02, PS03

BFBC0003: BUSINESS ORGANISATION

Introduction: This subject in the domain of business organization would assist the students in getting a perspective on how business organizations function on a day-to-day basis

Objective: To enable the students understand how they could initiate a professional business set-up and make them learn various concepts related to business

Credits: 04

Semester I

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Business & Business System: Business as a system, Business objectives, Business and environment interface, Distinction between Business, Commerce and Trade Functional Aspects of Business – Marketing, HR, Finance and Operations, Forms of Ownership - Sole Proprietorship, Joint Hindu Family, Partnership, Limited Liability Partnership, Joint Stock Company, Co-operative Society, Choice of Ownership, Micro, Small & Medium Enterprises: Meaning & Definition, Characteristics of Small Business, Areas of activity for Small Business, Need & Significance, Role of Small Business in Indian Economy, Problems of Small Business,	22
II	Business Risk: Meaning, Nature, Causes, Types, Risk Management, Methods of Handling Risk Business Combinations & Associations – Concept and causes of business combinations, Types & Forms of Combination, Chambers of Commerce and Industry in India: FICCI, CII, ASSOCHAM, AIMO, etc Sources Of Finance: Sources of Corporate Finance (A brief introduction to Shares and Debentures, Inter Company Investments and Venture Capital, Angel Investors,) Emerging Trends in Business: Outsourcing, Service Sector, e-Business, Corporate Social Responsibility, India's experience of liberalization and globalization, Technological innovations and skill development. 'Make in India' Movement. Social Multinational Corporations and Indian transnational companies.	23

Reference Books/ Text Books / Cases:

- * Basu, C. R. Business organization and management. New Delhi: Tata McGraw Hill.
- * Bhatia, R. C. Business organization and management. New Delhi: Ane Books.
- * Bhushan, Y. K... Fundamental of Business Organisation and Management. New Delhi: Sultan Chand & Sons.
- * Gupta, C. B. Business organization and management. New Delhi: Sultan Chand & Sons.
- * Relevant Case Studies

Focus: This course is focus on Employability aligned with CO1, CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Analyse the functional aspects of the business to operate the organization well.
- * Understand the micro, small, and medium enterprises, activities performed under them, and their role in the Indian economy.
- * Evaluation of the modern business risk to reduce and compensate for the uncertainty.



* *Understand the functioning of various business organizations.*

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO3, PO4, PS03, PS04,
• C02	PO1, PO2, PS01, PS03
• C03	PO2, PO4, PS02, PS03
• C04	PO1, PO3, PS01, PS04

BCMC0003: BUSINESS COMMUNICATION & COMMERCIAL KNOWLEDGE

Introduction: The course is aimed at equipping the students with necessary techniques and skills of communication to inform inspire and enlist their activity and willing cooperation in the performance of their jobs.

Objective: To acquire skills in reading, writing, comprehension and communication, as also to use electronic media for business communication.

Credits: 04

Semester I

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Nature, Process and Importance of Communication, Types of Communication, Different forms of Communication, Characteristics of successful communication, Barriers & Overcoming Barriers: Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers.</p> <p>Oral Communication: Meaning of Oral Communication. Principles of Successful Oral Communication. Conversation Control.</p> <p>Written Communication: Purpose of writing, Clarity in writing, Principles of effective writing, Approaching the writing process systematically. Business Correspondence: Letter Writing, Presentation, Inviting Quotations, Sending Quotations, Placing Orders, Inviting Tenders, Sales Letters, Claim & Adjustment Letters and Social Correspondence, Memorandum, Inter-Office Memo, Notices, Agenda, Minutes.</p>	22
II	<p>Group Communication: Meetings- Planning Meetings, Objectives, Participants, Timing, Venue of Meetings, Leading Meetings. Media Management-The Press Release, Press Conference, Media Interviews. Business Etiquettes.</p> <p>E-Communication: Role, Effects and Advantages of Technology in Business Communication Like E-Mail, Text Messaging, Instant Messaging and Modern Techniques, like Video Conferencing, Social Networking. Guidelines for Writing Effective E-Mail & Social Media. Employment Communication: Job Application Letter, Preparing Resume, Difference between Resume and CV. Group Discussions: Introduction, Concept, Purpose, Types of Group Discussion, Strategies to Succeed, Dos and Don'ts. Interview Skills: Introduction, Concept, Purpose, Types of Interview. Candidate Strategies to Succeed, Dos and Don'ts.</p>	23

Reference Books/ Text Books / Cases:

- * Lesikar, R. V., & Petitt, J. D. Jr. Business Communication: Skills for Empowering the Internet Generation. 10th Edition. Tata McGraw-Hill Publication.
- * Mohan, Krishna & Banerji M. Developing Communication Skills. Macmillan Publishers India Ltd.
- * Chhabra, T. N. Effective business communication. New Delhi: Sultan Chand & Sons.
- * Pal, R., & Korlahalli, J. S. Essentials of business communication. New Delhi: Sultan Chand & Sons.

Focus: This course is focus on Skill Development aligned with CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Analyse the basic concept, importance of communication, types, and characteristics of successful communication.
- * Remembering the skills for communicating professionally and persuasively such as writing letters, preparing presentations, placing orders etc.
- * Evaluation of the modern techniques of business communication.
- * Remembering the skills related to effective presentations and interviews

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PO4, PS01, PS03
• C02	PO1,PO2, PS01, PS02
• C03	PO2, PO4, PS02, PS04
• C04	PO3 ,PO4, PS03, PS04

BBAC1002: FUNDAMENTALS OF ACCOUNTING

Introduction: This subject of financial accounting has been designed in such a way that the students get a first-hand exposure to the fundamentals of accounting principles

Objective: To enable the students gain insights into the fundamental principles of accounting and use them in day-to-day business scenarios

Credits: 04**Semester I****L-T-P : 3-1-0**

Module No.	Content	Teaching Hours (Approx.)
I	Accounting: Theoretical framework (meaning, scope and usefulness of Accounting, Accounting Principles & Conventions) Glossary associated with modern factors of Accounting. Recording: Double Entry System, Recording of Cash and Bank Transactions, Practical Numerical of different entities. Ledger: Preparation of Ledger Accounts, Modern Numerical Problem of Ledger Posting procedure. Trial Balance: Numerical Problems on Preparation and rectification of errors. Modern used methods for the correction of Trial Balance, its interpretation and usefulness. Subsidiary Books: Books of Prime Entries, Measurement and Valuation of Accounting Estimates, Numerical associated with the respective books. Concept of Depreciation: Depreciation Policy, Methods, Computation and Accounting Treatment, Different Substantial Methods followed by modern industries.	22
II	Final Accounts: Preparation of Final Accounts of a Profit Making Concern, Not-for-Profit Making Concern, and Under Single Entry System including conversion of single entry system into double entry system, and Accounting for Special Transactions. Shares and Share Capital: Introduction to Joint Stock Company, Shares, Share Capital, Accounting Entries, Under Subscription, Oversubscription, Calls in Advance, Calls in Arrears, Issue of Share at Premium, Issue of Share at Discount, Forfeiture of Shares, Re-issue of Shares. Debentures: Classification of Debentures, Issue of Debentures, Accounting Entries with respect to debentures and bonds.	23

Reference Books/ Text Books / Cases:

- * Gupta, P. C. Financial Accounting. Agra: Jawahar Publications
- * Tulsian, P. C. Financial accountancy. New Delhi: Pearson Education.
- * Maheswari, S. N. Financial accounting for management. Mumbai: Vikas Publishing House
- * Naseem, A. Fundamentals of financial accounting. New Delhi: Ane Publication

Focus: This course is focus on Skill Development aligned with CO1 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic accounting principles such as accounting process, book keeping, objectives and scope.
- * Explain the techniques of preparing and presenting the accounts.

- * *Show the role accounting plays in preparing the subsidiary books and understanding the concept of depreciation, and preparing the final accounts.*
- * *Summarize the fundamentals of Share market such as issue of shares and debentures etc.*

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PO3, PO4, PS02, PS03
• C02	PO1, PO2, PS01, PS02
• C03	PO2, PO3, PS02,PS04
• C04	PO3, PO4, PS02, PS04



BFBC0800: PRACTICAL ON TECHNOLOGICAL ASPECTS OF BUSINESS

Introduction: This subject titled, 'Practical on Technological Aspects of Business' would ensure that the students get real-time insights into the practical usages of computers as business tools.

Objective: To make students acquainted with handling of the technical aspects of business. Also, it would enhance their data-related abilities.

Credits: 02

Semester I

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Getting started with MS-Word: Starting Word, Opening a saved Word document, Entering text, Previewing, Editing, Saving, Navigate, Scroll through text, Insert and delete text in a document, Select text, Undo and redo commands, Formatting, Format and align text, Line and paragraph spacing, Add bulleted and numbered lists, Using Editing and Proofing Tools, Document views, Spell and grammar check, Shortcut Menus, Page Border, headers and footers, Insert and delete a page break, Insert page numbers, Insert the date and time, Insert special characters.</p> <p>MS-PowerPoint: Difference between presentation and Document, Using Power Point, Using Wizard for creating a presentation, Creation of Presentation, Title, Text Creation, Fonts and Sizes, Importing text from word documents, Moving to next Slide, The Slide manager, Animation effects, Slide Designs, Background and Text colors, Making your own slide format, Footnotes and slide numbering, Presentation of the Slides, Using the Slide Show, Printing the Slides and Handouts.</p> <p>Microsoft Excel: Concepts of Workbook & Worksheets; Various Data Types; using different features with data, Cell and Texts; Inserting, Removing & Resizing of Columns & Rows; Working with Data and Ranges; entering data into worksheet, saving & quitting worksheet, Opening and moving around in an existing worksheet, Toolbars and menu, keyboard shortcuts, Working with single and multiple workbook-copying, renaming, moving, adding and deleting, copying entries and moving between workbooks, Different Views of Worksheets; Column Freezing, Labels, Hiding, Splitting etc., Using different features with Data and Text; Use of Formulas, Calculations and Functions; Cell Formatting including Borders & Shading; Working with Different Chart Types; Printing of Working & Worksheets with various options.</p>	22
II	<p>MS-Windows and Internet: Operating System & basics of windows, Managing Files, Folders, Renaming Files and Folders, Creating New Folders, Searching Files and Folders, Renaming, deleting files and folders Copying and Moving Files and Folders from one drive to another, Window Accessories: Calculator-Standard and Scientific, Notepad, Paint and its various tools, WordPad, Character Map.</p> <p>Basics of Networking & Communication: Concept & applications of Internet, services on internet, www & Web</p>	23



	browsers, surfing, chatting, E-mail & Document handling, Creating E-mail address, Sending and Receiving E-mail, Attaching files along with mail, zipping of files.	
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Reference Books/ Text Books / Cases:

- * Jain, P., & Arora, S. Window based computer courses. Jalandhar: S. Vikas & Co.
- * Norton, P. Introduction to computers. New Delhi: Tata McGraw Hill.
- * Sinha, P. K., & Sinha, P. Computer fundamentals. New Delhi: BPB Publications.
- * Singh, V. Simplified MS-Office 2007. New Delhi: Computech Publications Ltd.

Focus: This course is focus on Skill Development aligned with CO1 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understanding of different application software such as MS-word, MS-PowerPoint, MS-Excel etc.
- * Understand computer-related business and managerial activities and increase in the speed with the use of software.
- * Put to use internet and E-mail facilities to perform different functions of business at faster pace.
- * Analyze the operating system of computers for day-to-day computer operations.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO2, PO4, PS02 ,PS03
• CO2	PO1, PO2, PS01, PS03
• CO3	PO2, PO3, PO4, PS01, PS03, PS04
• CO4	PO3, PO4, PS02, PS04



BFBC0801: BUSINESS WISDOM-I

Introduction: This subject would complement the theoretical inputs as learnt by the budding managers by providing practical exposure to the various tenets of business

Objective: To enable the students to analyse various business situations as well as business news, debate on current issues thus increasing their knowledge and awareness.

Credits: 02

Semester I

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Analysis of Business News from Newspapers/Magazines- Using the information as found in written sources for understanding how businesses are run and prosper</p> <p>Study of Business Conglomerates- Analyzing the driving principles and mechanisms of business conglomerates, both success and failures and what could be learnt from them</p> <p>Understanding the Functioning of Stock Markets- Putting the knowledge of stock markets to good use by analyzing how they function and the role they play in running a business</p> <p>Group Presentations- Putting the theoretical learning into use by making presentations on the concurrent topics and issues which help in making a business operations smooth</p> <p>Business Role Plays- Creating class room situations where the participants are supposed to behave as if in a real-life business scenario and how they tackled it.</p>	22
II	<p>Debate on Current Business Issues- Analyzing the various trends and issues which mark the current business scene and the learning from it</p> <p>Discussion on Business Caselets- Miniature business-related cases which help in understanding the fundamentals of business</p> <p>Field Visits- Taking the participants on field visits to various organizations thus bolstering their understanding on how to run a firm</p> <p>Interaction with Entrepreneurs- Learning from real-life tales of renowned business personas who will motivate the participants to have their say in business dealings</p> <p>Inspirational Business Movies/ Stories- Drawing inspiration from such movies/stories which are centered around business</p>	23

Reference Books/ Text Books / Cases:

- * Arora, R. and Sood, S.K. Fundamentals of Entrepreneurship and Small Business Management. Ludhiana: Kalyani Publishers.
- * Desai, V. Small-Scale Industries and Entrepreneurship. Mumbai: Himalayan Publishing House
- * Jain, R. Governance of Family Firms. New Delhi: Macmillan India Ltd.
- * Ramachandaran, K. Managing a New Business Successfully, New Delhi: Global Business Press
- * Relevant Case Studies

Focus: This course is focus on Skill Development aligned with CO1, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the business news from newspapers/magazines.
- * Develop effective communication and interpersonal skills.
- * Understand the driving principles behind a successful business
- * Analyze news articles better and know how to use them effectively.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO1, PO2, PS03
• CO2	PO1 ,PO2, PS01, PS02, PS04
• CO3	PO2, PO4, PS01, PS04
• CO4	PO3, PO4, PS02, PS04

BFBC0004: ANALYSIS & DESIGN OF BUSINESS SYSTEM

Introduction: This subject explores business in its environment; thus explaining how the environment influences business-related decisions.

Objective: To develop knowledge, legal and managerial, about the regulatory environment in India that governs the administration and operation of business.

Credits: 04

Semester II

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Business Environment: Concept, Significance, Components of Business environment, Factor affecting Business Environment, Social Responsibilities of Business.</p> <p>Economic Systems: Capitalism, Socialism, Communism, Mixed Economy-Public Sector & Private Sector</p> <p>Role of Government: Globalization and Liberalization and their effect on the Indian business environment, SEZs, EPZs, Privatization: Implications and effects. Regulatory and control mechanism : Overview of Monetary and Fiscal Policy, Competition Act, Consumer Protection Act, FEMA, SEBI, SIDBI and its changing dimensions,</p>	22
II	<p>International Environment: International trading environment; Trends in world trade and the problems of developing countries; Foreign trade and economic growth.</p> <p>Introduction to International economic institutions – WTO, UNCTAD, World Bank, IMF, GSP, GSTP.</p> <p>Standards & Norms A brief introduction of ISO, BIS, UNFCCC, Euro Norms (Bharat Stage), Taj Trapezium and its impact on Business. Price control mechanism, functioning of bureaucratic decision making and its effect on business environment. Overview Indian Patent Rights Act (IPR) and its benefit in business</p>	23

Reference Books/ Text Books / Cases:

- * Francis Cherunilam, Business Environment, New Delhi: Himalaya Publications.
- * Aswathapa, K., Essentials of Business Environment, New Delhi: Himalaya Publications.
- * Sundaram & Black: The International Business Environment; New Delhi: Prentice Hall.
- * Chidambaram, P., Business Environment; New Delhi: Vikas Publishing

Focus: This course is focus on Skill Development aligned with CO1, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Evaluate the basic concepts, functions, components, factors and social responsibility of business.
- * Remembering the various Acts and their applications on business environments.
- * Understand and study the regulatory and control mechanism w.r.t. monetary and fiscal policy, competition act, consumer protection act, FEMA, SEBI, SIDBI and its changing dimensions.



- * *Evaluate the international environment and international economic institutions such as WTO, UNCTAD, World Bank, and IMF etc.*

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	P03,P04, PS01, PS04
• C02	P01, P02, PS01, PS03
• C03	P02, P04, PS02, PS03
• C04	P02, P03, PS02, PS03, PS04

BFBC1005: ACCOUNTING FOR MANAGERS

Introduction: This subject has been designed to enable the students to understand the calculation of ratios and their analyses and preparation of budget.

Objective: To enable students in terms of preparing management reports thus facilitating better decision making on their part for the organization.

Credits: 04

Semester II

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Nature of Accounting, Branches of Accounting, Types of ownership and their users. Roles and responsibilities of management accountant with respect to financial accountant.</p> <p>Financial Statement Analysis: Preparation of Companies Financial Statements: as per Revised Schedule III Income Statement Balance Sheet Accounting for Depreciation, Accounting for Dividend and Retained Earnings, Statement of changes in equity. Numerical case studies.</p> <p>Ratio Analysis: Meaning, utility of ratios, classification of ratios, calculation and interpretation of profitability {Du-Pont analysis}, Activity and leverage ratio.</p>	22
II	<p>Analysis of working capital: Meaning, concept, type and determinants of working capital. Estimation of working capital requirement in working capital management.</p> <p>Budgetary control: Concept of budget, budgeting and budgetary control objectives, preparation of Functional budgets and dynamic budgets procedure followed by different government.</p> <p>Decision Making: latest development trends and practices used for differential analysis, modern case studies followed in different organizations.</p>	23

Reference Books/ Text Books / Cases:

- * Jhamb, H. V. Management Accounting, ANE Books Pvt. Ltd. New Delhi.
- * Khan, M.Y. and P.K. Jain. Management Accounting. Tata McGraw Hill, New Delhi.
- * Lal, J. Advanced Management Accounting Text and Cases. S. Chand & Co., New Delhi.
- * Maheshwari, S. N. and Mittal, S. N. Cost Accounting, Theory and Problems. Shri Mahabir
- * Book Depot, New Delhi.

Focus: This course is focus on Entrepreneurship aligned with CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understanding the use of costing data for planning, control and decision making.
- * List the various tools of management accounting.
- * Explain the decisions with regard to costing
- * Classify various ratios and working capital



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	P02, P04, PS02, PS03
• C02	P01, P02, PS01, PS02, PS04
• C03	P02, P04, PS01, PS04
• C04	P03, P04, PS02, PS04

BFBC0006: MANAGEMENT PRINCIPLES & PRACTICES

Introduction: This subject would give insights into the basics of management which any student needs to grasp while studying a course in management

Objective: To assist the students in understanding the nuances of management thereby honing their skills with regard to the fundamentals of management

Credits: 04

Semester II

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Nature of Management: Concept, Nature & Importance, Difference between Management and Administration Development of Management Thought: Contribution of Taylor and Fayol and their principles, Japanese vs. American Management, Modern Thoughts of Management Management Process and Skills: Management Functions, Various Levels of Management, SWOT Analysis Planning: Concept, Nature, Importance, Steps in Planning, Types of Plan, MBO Decision Making: Concept, Process of Decision Making, Techniques of Decision Making Fundamentals of Organising: Concept, Departmentation, Span of Management, Organisational Structures	22
II	Authority: Delegation of Authority, Centralization and Decentralisation Staffing: Concept, Importance, Factors affecting Staffing Fundamentals of Directing: Concept, Importance, Elements of Direction (Directing, Supervision, Motivation & Leadership), Principles of Direction Controlling and Coordinating: Concept, Importance, Stages of Control, Essentials of Effective Control System, Causes of Resistance to Control. Coordination Concept, Importance, Principles and Techniques of Coordination.	23

Reference Books/ Text Books / Cases:

- * Gupta, C. B. Management concept & practices. New Delhi: Sultan Chand & Sons.
- * Koontz, H. & Weibrich, I. Essential of management. Singapore: McGraw-Hills International.
- * Prasad, L. M. Principles and practice of management. New Delhi: Chand & Sons.
- * Tripathi, P. C. & Reddy P. N. Principles of management. New Delhi: Tata McGraw Hill
- * Vasishth, N. Principles of Management. New Delhi: Taxmann Relevant Case Studies

Focus: This course is focus on Skill Development aligned with CO1, CO2and CO4.

Intended Outcomes: After completion of the course, student will be able to

- * To summarize the basic concepts, nature and importance of management in business.
- * To list the management processes, functions, principles, and management by objectives.
- * To Explain the concept of decision making, delegation of authority, centralization and decentralization of powers.

- * Explain the way to develop leadership with the help of past case studies and use them in career enhancement.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, PS04
• C02	PO1, PO2, PS01, PS02
• C03	PO2, PO4, PS02, PS04
• C04	PO3, PO4, PS03, PS04

BFBC0007: ORGANISATIONAL BEHAVIOUR & CULTURE

Introduction: This subject introduces the students to the various concepts related to how employees tend to behave in an organization.

Objective: To enable the students to gain insights into the concepts that go into the making of a successful organization.

Credits: 04

Semester II

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Meaning & Nature of Organizational Behaviour, Contributing Disciplines, Foundation of Approaches to OB, Challenges & Opportunities of OB.</p> <p>Role of Managers in OB: Interpersonal roles, Informational Roles and Decisional Roles.</p> <p>Personality: Concept, Big Five Personality Traits, Determinants of Personality.</p> <p>Learning: Concept of Learning, Theories of Learning.</p> <p>Perception: Concept, Factors influencing Perception, Perceptual Errors.</p> <p>Attitude: Meaning, ABC Model of Attitude, Factors affecting Attitude Formation.</p> <p>Motivation: Concept and Theories of Motivation.</p>	22
II	<p>Interpersonal Behaviour: Nature and Meaning of Interpersonal Behaviour, Concept of Self, Transactional Analysis and Johari Window.</p> <p>Group Dynamics- Meaning and Types of Groups, Stages of Group Development, Group Decision Making Techniques.</p> <p>Conflicts: Concept, Types and Process of conflict, Conflict Management Strategies.</p> <p>Stress: Meaning, Types and Sources of Stress, Consequences & Stress Management Techniques.</p> <p>Organizational Change: Definition, Kurt Lewin's Model, Need for change, Resistance to Change, Strategies to Overcome Resistance.</p> <p>Organizational Citizenship Behaviour: Concept, Types and factors affecting OCB.</p> <p>Power: Concept, Types and Sources of Power.</p>	23

Reference Books/ Text Books / Cases:

- * Luthans, F. *Organizational behavior*. New Delhi: Tata McGraw Hill
- * Pareek, U. *Understanding organizational behavior*. New Delhi: Oxford University Press.
- * Prasad, L. M. *Understanding organizational behavior*. New Delhi: Sultan Chand & Sons.
- * Robbins, S. P. *Organizational behavior*. New Delhi: Pearson Education.

Focus: This course is focus on Employability aligned with CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to

- * Analyzing the fundamentals of organizational behavior and role of managers in organization.



- * *Interpreting how to manage employee emotions inside the organization.*
- * *Understanding the various concepts of conflict management, stress management and organizational change management.*
- * *Identifying the types of power and a hierarchical system in an organization.*

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO4, PS02
• C02	PO1 ,PO2, PS01, PS02
• C03	PO2, PO4, PS02, PS04
• C04	PO3, PO4, PS03, PS04

BELO1010: BUSINESS ETHICS & VALUES

Introduction: *This course in Business Ethics and Values brings to the fore the significance of having these two as principles of business for any firm which intends to survive in the long run*

Objective: *It would enable students to understand such concepts as needed in today's times to infuse a sense of trust in the minds of consumers.*

Credits: 04

Semester II

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Meaning and Characteristics of Ethics, Concepts & Relevance of Business Ethics, Ethical & Unethical Behaviour in Management, Factors influencing Business Ethics Concept, Characteristics, and Classification of Values, Ethics, Morality and Value System, Ethics & Moral Decision Making, Factors affecting Values, Developing Value System in an Organisation, Values in Business Management, Values for Indian Managers, International Business ethics.</p> <p>Corporate Governance & Social Responsibility: Meaning, Objectives, Need, and OECD Principles of Corporate Governance, SEBI Code of Corporate Governance, Corporate Disclosure and Investor Protection in India.</p>	22
II	<p>Meaning and Concept of Social Responsibility of Business, Levels & Approaches to Social Responsibility, Principles & Dimensions of Corporate Social Responsibility towards various Stakeholders.</p> <p>Contemporary Ethical Issues and Benchmarking: Meaning & Features of Indian Ethos, Principles of Indian Ethos in Management, Spiritual Managerial Values, 5 C's & holistic View to Management. Relevance of Mahabharata and Ramayana in Management. Trans-Cultural Human Values in Management Education. Meaning & Features of Benchmarking, Process and Types of Benchmarking</p>	23

Reference Books/ Text Books / Cases:

- * Ghosh, B. Ethics in Management and Indian Ethos, Noida: Vikas Publishing House Pvt. Ltd.
- * Gogate, S. B. Human Values & Professional Ethics. Noida: Vikas Publishing House Pvt. Ltd.
- * Vasishth, N., & Rajput, N. Corporate Governance Values & Ethics. New Delhi: Taxmann Publications Pvt. Ltd.
- * Chakraborty, S.K., Values and Ethics for Organizations: Theory and Practices, OXFORD University Press, India
- * Khandelwal, N.M., Indian Ethos and Values for Managers, Himalaya Publishing House Pvt. Ltd., New Delhi
- * Relevant Case Studies

Focus: This course is focus on Entrepreneurship aligned with CO1 and CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Summarize the significance of value inputs thereby applying values in their lives.
- * Analyze CSR and how it impacts today's businesses
- * Understand the contemporary issues related to the fields of ethics and values.
- * Understand contemporary ethical issues and benchmarking.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO2,PO4, PS02, PS03
• CO2	PO1, PO2, PS01, PS02, PO3, PS03
• CO3	PO2, PO4, PS02, PS04
• CO4	PO4, PS03,PS04

BELO0011: REMEDIAL ENGLISH

Introduction: The course will include intensive reading, writing, and some listening practices thereby helping the students in improving their English.

Objective: The course will include intensive reading, writing, and listening practices. Special emphasis will be given on finding out the most frequent mistakes committed by students. The effort is to enable them to overcome these mistakes. In writing section, the focus will be on making correct sentences, guided writing, guessing word meaning in context. In reading and listening sections, the focus will be on understanding long sentences, studying the complex sentence structures and understanding main idea. The objective of the course is to help students attain a basic proficiency in reading and writing skills.

Credits: 04

Semester: II

L-T-P: 4-0-0

Module No.	Content	Teaching Hours
I	<p>STRUCTURE</p> <p>A.1. Tense and Voice: Introducing the tenses; Use of tenses in different situations; Usage of forms of verbs in tenses; Introduction of Voice; Active and Passive Voice in tenses; Voice Change.</p> <p>A.2. Reading Comprehension</p> <p>i. Analyzing a Text: Introducing the story 'Monkey's Paw' by W. W. Jacobs; Showing the video of the story 'Monkey's Paw'; Reading of the story 'Monkey's Paw' by W.W. Jacobs; Analysis of the form of the text: sentence structures & vocabulary; Analysis of the content of the text: interactive session.</p> <p>ii. Analyzing Unseen Passages: Reading a specimen text; Contextualizing the text; Vocabulary and sentence structure.</p> <p>B.1 Parts of Speech: Noun: countable and uncountable; Pronoun: Personal Pronoun; Adjective; Adverb; Preposition</p> <p>B.2. Reading Comprehension</p> <p>i. Analyzing a Text</p> <p>Introducing the story 'The Last Leaf' by O. Henry; Showing the video of the story 'The Last Leaf'; Reading of the story 'The Last Leaf' by O. Henry; Analysis of the form of the text: sentence structures & vocab; Analysis of the content of the text: interactive session.</p> <p>ii. Analyzing Unseen Passages</p> <p>(a) Reading a specimen text</p> <p>(b) Contextualising the text</p> <p>(c) Vocabulary and sentence structure</p>	23
II	<p>C.1. Narration: Introducing direct and indirect speech; Transformation: direct and indirect, different types of sentences; Situation of 'No change' in speech.</p> <p>C.2. Reading Comprehension:</p> <p>i. Reading an Essay: Reading of the essay 'On Saying Please' by A. G. Gardiner; Textual Analysis of the essay; Discussion with the students: interactive session; Sample question and answers.</p> <p>ii. Analyzing Unseen Passages: Reading a specimen text; Contextualising the text; Vocabulary and sentence structure</p> <p>C. 3.THEME BASED WRITING</p> <p>Adjectives for People, Adverbs of Time, Animals, Bank, Baseball, Body, Buildings and Places, Car Parts , City, Classroom, Clothes, The Basic Colors (American Spellings) (gray), The Basic Colours (British Spellings) (grey), Cooking, Desserts, Dinner Table, Family Members, Fruit, Geography, House, Restaurant, Tools, Transportation, Vegetables, Weather</p>	22

Text Books:

- * Murphy, Raymond, *Intermediate English Grammar*. Cambridge University Press.
- * Robert J. Dixon. *Complete Course in English*. A new revised edition

References:

- * Hornby, A.S., *Advanced Learners' Dictionary of Current English*, OUP
- * Greenberg, Rondinone & Wiener. *The Advancing Writer Book I*, Harper Collins, College Publishers.
- * Liz and Soars. *Headway Pre-Intermediate*. OUP
- * Sharma, SD. *A textbook of professional Communication Skills & ESP for Engineers and Professionals*, Sarup & Sons, Delhi

Focus: This course is focus on Entrepreneurship aligned with CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Learn about formation of sentence structure with the help of tenses.
- * Understanding the idea of expression with in the comprehensive.
- * Remembering new vocabulary in terms of contextual and situational conversation in corporate.
- * Analyze and enhancing listening skills, theme-based writing through the video of the text.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO2, PO4 ,PO2, PS03, PS04
• CO2	PO1, PO2, PS01, PS02
• CO3	PO2, PO4, PS02, PS04
• CO4	PO3, PS03, PO4, PS04

BCMC0800: PRACTICAL ON COMPUTER APPLICATION IN ACCOUNTING

Introduction: This practical course will bridge the gaps which exist between traditional manual accounting and modern computerized accounting

Objective: To enable the students to take decisions as per the current business scenario and contemporary requirements.

Credits: 02

Semester II

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>MS-Excel in Accounting: Introduction to MS Excel, MS Excel in day-to-day office activities, Accounting in MS-Office, Financial Formulas in MS-Office – Various Calculation Sheets, Calculation of Interest, Principle and Compounding</p> <p>Setting-up Books of Accounts in Tally: Introduction, Creation of Company, Introduction to Gateway of Tally, Menu, Company Info menu,</p>	22
II	<p>Features & Configuration: Options for company maintaining accounts, Group and Ledgers, Working with Account Masters, viz, Group, Ledger, Cost Centre and Category, Currency</p> <p>Voucher Entry and Reporting: Entry of Accounts Vouchers, Printing of Vouchers, Creation and Alteration of Vouchers types and Vouchers Classes, Viewing and Printing various reports, Printing & Viewing Balance Sheet, P& L Account, Trial Balance</p>	23

Reference Books/ Text Books / Cases:

- * Koget Solutions Inc. Tally 9 in Simple Steps. New Delhi: Wiley India.
- * Maidasani, D. Accounting with Tally 9.0. New Delhi: Lakshmi Publications.
- * Nadhani, A. K. Tally 9 – Training Guide. New Delhi: BPB Publications.

Focus: This course is focus on Skill Development aligned with CO1 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the functions of MS-Excel for doing various accounting activities.
- * Understand of preparing of accounting reports, with the help of accounting software.
- * Understand the creation of company and preparing ledger through tally.
- * Understand the use of the software Tally in computerization of accounting system.



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	P02, P04, PS02, PS03, PS04
• C02	P01, P02, PS01, PS02, PS03
• C03	P02, P04, PS02 ,PS04
• C04	P02, P04, PS04



BFBC0802: BUSINESS WISDOM-II

Introduction: This subject would make the students aware of what it takes to be a successful business manager as well as the issues faced by businesses as well as issues in starting them.

Objective: To enable the students to analyse various business situations as well as union budget, and other important business-related concepts.

Credits: 02

Semester II

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Development of a Business Manager- The concepts related to how a business manager approaches his work</p> <p>Issues Related to Starting a New Business Venture- Challenges faced while one goes for putting business ideas to fruition</p> <p>Analyzing Business Problems of MSMEs- Understanding the issues which plague micro, small and medium enterprises on a day-to-day basis</p> <p>Best Practices as Adopted by Successful Business Houses- Highlighting the best practices of the most success business entities, both at international and domestic levels and how they could benefit businesspersons</p> <p>Comprehensive Understanding and Analysis of Union Budget- Analyzing the nuances of the union budget and its impact on the overall functioning of the economy thereby making sense of it for carrying out business.</p>	22
II	<p>Scanning Business Opportunities- What all elements are to be taken into consideration when one talks about starting a business or running an existing business</p> <p>Understanding of Working of Various Business Stakeholders- Analyzing the role that various players like banks, loan agents, governments, and similar stakeholders play in running a business</p> <p>Business Simulation Exercises- Providing opportunities to recreate various business situations thereby making the learning process all the more appealing and relevant</p> <p>Business Case Studies- Analyzing and discussing various business-related cases</p> <p>Group Discussions on Current Business Issues- Putting on table the issues which are being faced by businesses in the form of discussions and how they can be solved</p>	23

Reference Books/ Text Books / Cases:

- * Batra, P. Brainstorming Forcreativity & Innovation, New Delhi: Batra Booka.
- * Ceserani, J. & Greatwood, P. Innovation and Creativity. New Delhi: Kogan Page India Pvt. Ltd
- * Dyer, J., Gregersen, H. & Christensen, C. M. The Innovator's DNA. Harvard Business School Press.
- * Safawi, A. D. & Dehlvi, A. W. Revolution and Creativity. New Delhi: Rupa & Company



- * Relevant Case Studies

Focus: This course is focus on Skill Development aligned with CO1 and CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the issues related to starting a new business and analyzing business problems of MSMEs.
- * Learn about the best-practices of successful businesses houses and understanding and analysis of union budget.
- * Understand and appreciate latest business models & re-engineer the different business models as per the requirement.
- * Understand the current business issues with help of group discussion.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO2, PS03
• CO2	PO1, PO2, PS01, PS02
• CO3	PO2, PO4, PS02, PS03
• CO4	PO3, PO4, PS03,

BFBC0008: FINANCIAL MANAGEMENT OF BUSINESS

Introduction: The subject aims to acquaint the students in grasping the details as to how things function at the financial part and how decisions are taken for the betterment of the same.

Objectives: Students would be able to develop a basic understanding about financial management and the role it plays in the overall performance of a Business.

Credits: 04

Semester III

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Financial Management: Finance Function, Aims of Finance Function, Modern challenges of Financial Management.</p> <p>Financial Planning: Objectives and Principles of Sound Financial Planning, Long Term and Short Term Financial Plan, Factors Affecting Financial Plan.</p> <p>Financing Decisions: Capital Structure: Meaning and Theories, Factors Influencing Capital Structure, Leverage. Numerical Problems associated with modern financial units.</p> <p>Cost of Capital: Concept, Relevance of Cost of Capital, Specific Costs and Weighted Average Cost, Rationale of After Tax Weighted Average Cost of Capital, Marginal Cost of Capital procedure followed in different financial organizations.</p>	22
II	<p>Investment Decisions: Meaning and Definition of Capital Budgeting, Nature of Investment Decisions, Types of Investment Decisions, Investment Evaluation Criteria, Pay-Back Period Method, Accounting Rate of Return Method, Modified Internal Rate of Return, Net Present Value Method, Profitability Index Method, Internal Rate of Return Method. Practical Case Studies followed by Industrial and Financial Units for the purpose of financial incentive.</p> <p>Dividend Policy: Meaning, Nature and Types of Dividend, Factors Affecting Dividend Policy Decision, Dividend Decision Models: Walter Model, Gordon Model and MM Approach. Best Procedural approach for the selection of these models of dividend policy.</p> <p>Financial Intermediaries: Venture Capital, Merchant Banking and Factoring associated with financial intermediaries and units.</p>	23

Reference Books/ Text Books / Cases:

- * Arnold, Glen. Corporate Financial Management. Pearson Education.
- * Khan, M. Y., & Jain, P. K. Financial Management. New Delhi: Tata McGraw-Hill.
- * Kishore, R. M. Financial Management. New Delhi: Tata McGraw-Hill.
- * McMillan, Edward J. Not-for-Profit: Budgeting & Financial Management. John Wiley & Sons.
- * Pandey, I. M. Financial Management. New Delhi: Vikas Publishing House.
- * P.V. Kulkarni - Financial Management - Himalaya Publishing House, Mumbai.



Focus: This course is focus on Entrepreneurship aligned with CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Define the principles and practices of financial management with aims of finance
- * Show financial decision making
- * Understand the composition of different securities in the total capital structure.
- * Understand cost of capital and investment decisions and dividend decisions

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO2, PS03, PO4, PS02, PS04
• CO2	PO1, PS01
• CO3	PO2, PO4, PS02
• CO4	PO3, PS04

BFBC0009: ENTREPRENEURSHIP & MANAGEMENT OF FAMILY BUSINESS

Introduction: This course exposes the students to the objectives, challenges, and requirements for effectively managing the small to mid-sized business

Objectives: To enable the students to take key decisions required of the entrepreneur/manager. To make the students aware of the driving forces of the small/family business.

Credits: 04

Semester III

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Entrepreneur and Entrepreneurship: Evolution of the concept of entrepreneurship, Meaning and definition, Nature and characteristics of an entrepreneur, role and importance of entrepreneurs in economic growth, classification and types of entrepreneurs.</p> <p>Entrepreneurship: Meaning and definition, risks involved with entrepreneurship, barriers to entrepreneurship, women entrepreneurship: concept, functions, growth problems and remedial measures, different factors affecting the entrepreneurial growth: psychological, Cultural, Social, Economic and personality factors.</p> <p>Management of Small and Family Business: Small business: Meaning, importance and role of small business in developing a nation's economy</p> <p>Family business: The nature, importance, and uniqueness of family business, challenges before family business, The family's relationship with the business: developing a strategic vision & building teamwork, Professional Management of the Family business firm</p>	22
II	<p>Managing succession: the leadership challenge, Model of Succession in Family Business and Wealth management in family business firms.</p> <p>Business Opportunity Identification: Business idea generation Techniques: Identification of Business Opportunities, Internal and external analysis to identify a business opportunity, Feasibility Study: Marketing Feasibility, Financial Feasibility, Technical, Legal, Managerial and Locational Feasibility, Preparation of Business Plan: Content of a Business Plan, Project Report preparation, Starting up an enterprise: Franchising and Acquisition, Strategies for venture promotion: Product Strategies, Pricing Strategies, Distribution Strategies, Promotional Strategies.</p>	23

Reference Books/ Text Books / Cases:

- * Chandra, P. Project Preparation-Appraisal & Implementation. New Delhi: Tata McGraw Hill.
- * Gupta, C.B. & Srinivas, Entrepreneurial Development. New Delhi: Sultan Chand & Sons.
- * Arora, R. and Sood, S.K. Fundamentals of Entrepreneurship and Small Business Management. Ludhiana: Kalyani Publishers.

- * Desai, Vasant. Small-Scale Industries and Entrepreneurship. Mumbai: Himalayan Publishing House.
- * Ramachandaran, K. Managing a New Business Successfully, New Delhi: Global Business Press.

Focus: This course is focus on Employability aligned with CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Define a business strategy that leverages the unique aspects of the business,
- * Understand the opportunity it is pursuing and the businesses position in the market.
- * Develop a business plan and model that supports the strategy as envisaged by the entrepreneur
- * Identify the issues associated with succession planning, and develop plans to address them.
- * Identifying the psychology of people and adopting COA accordingly to resolve the issues for better future growth.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO4, PS02, PS04
• CO2	PO1, PS01, PO2, PS03
• CO3	PO2, PS03, PO4
• CO4	PO3, PO4, PS01

BFBC0010: MARKETING MANAGEMENT & CONSUMER BEHAVIOR

Introduction: To introduce the students to the concepts, strategies and contemporary issues involved in the marketing of products and services. Consumers and customers subjected to these decisions with an aim to extract desired response.

Objectives: To enable the students get insights into the fundamentals of marketing as well as the significance of 4 Ps in the success of any organization. Furthermore, it is designed to provide insight into consumer psychology with special focus on how consumers think, feel and act about marketing stimuli that marketers develop

Credits: 04

Semester III

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing. Marketing Environment: Environmental monitoring, Understanding the impact of Macro and Micro environment on Marketing, Global Marketing. 4 Ps-Marketing Mix Market Segmentation: Targeting and Positioning - Competitive Marketing Strategies.	23
II	Buyer behavior: Factors Influencing Consumer Behavior – Buying Situation – Buying Decision Process – Industrial Buyer Behavior Demographic and psychographic segmentation: life style and psychographics Consumer behavior models: Mapping consumer's mind, deterministic and probabilistic approaches, Howard and Sheth, and Nicosia model. Consumer culture: values and orientation, sub-culture, social class Family decision making: decision making unit, roles and influence, types of decisions	22

Reference Books/ Text Books / Cases:

- * Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. Marketing. New Delhi: Tata McGraw-Hill.
- * Kotler, P., Keller, K., Koshy, L., & Jha, M. Marketing management: a south Asian perspective. New Delhi: Pearson.
- * Schiffman, L. G., & Kanuk, L. L. Consumer behaviour. New Delhi: Prentice Hall.
- * Blackwell, R. D., Miniard, P. D., & Engle, J. F. Consumer behaviour. USA: Thomson-South Western

Focus: This course is focus on Skill Development aligned with CO1 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Define the marketing as a behavioural science and its various elements
- * Discuss the marketing mix elements and how they influence an organization
- * Analyze the outcomes why customers behave in a certain way
- * Define the buyer behaviour and its influencing factors.



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	P02, PS03, P04
• C02	P01, PS01, P02, PS04
• C03	P02, PS03,P03, ,PS04
• C04	P03, PS02, P04, PS03

BBAC1012: HUMAN RESOURCE MANAGEMENT

Introduction: This course in human resource management will give insights to the students so as to make them understand the concept underlying this subject. It will be helpful for them to develop a broad view of the subject.

Objectives: To acquaint the students with the basic concepts which characterize the field of human resource management. The course will help them in understanding how a company arrives at the best possible fit for its employees vis-à-vis the tasks given to them.

Credits: 04

Semester III

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Meaning, Definition, Nature & Scope of Human Resource Management, HR Functions, External & Internal Forces of HR Environment, Concept & Importance of HR Planning, Concept of Human Resource Development and Difference between HRM & HRD.</p> <p>Acquiring & Training Human Resource: Meaning, Process & Sources of Recruitment, Meaning, Definition & Process of Selection, Barriers to Effective Selection, Concept of Placement & Induction.</p>	22
II	<p>Meaning, Nature, Need, Importance and Types of Training, Methods & Techniques of Training, Principles of Effective Training, Meaning, Nature and Objectives of Compensation Management, Components of Remuneration.</p> <p>Developing & Managing Human Resource: Meaning, Concept, Objectives & Process of Executive Development, Meaning, Purpose, Principles, Dimensions and Process of Performance Management, Meaning & Methods of Performance Appraisal, Barriers to Performance Appraisal, Fundamental Concept of Potential Appraisal, Career Planning.</p>	23

Reference Books/ Text Books / Cases:

- * Aswathappa, K. Human Resource & Personnel Management - Text & Cases. New Delhi: Tata McGraw-Hill.
- * DeCenzo, D. A., & Robbins, S. P. Personnel / Human Resource Management. New Delhi: Prentice-Hall of India.
- * Dessler, G. Human Resource Management. New Delhi: Person Education.
- * Pareek, U., & Rao, T. V. Designing & Managing Human Resource Systems. New Delhi: Oxford & IBH Publishing Co. Pvt. Ltd.
- * Pattanayak, B. Human Resource Management. New Delhi: Prentice-Hall of India

Focus: This course is focus on Skill Development aligned with CO1, CO2 and CO5.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts of Human resource Management (HRM), HR functions, external and internal forces influencing the HRM practices.
- * Describe how human resource is acquired and trained.

- * Define the concept of placement & induction, type of training etc.
- * Understand how a company arrives at the best possible fit for its employee's vis-à-vis the tasks given to them.
- * State the role human resource management plays in an organization with fundamental concept of potential appraisal and career planning.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, PO4, PS02, PS04
• C02	PO1, PS01, PO2, PS03
• C03	PO2, PS02, PO4, ,PS04
• C04	PO3, PS03, PO4, PS04

BAL00105: MERCANTILE LAW

Introduction: This subject intends to acquaint the students with the basics of the mercantile law which characterize the business scenario in our country

Objective: To enable the students to grasp the details as to how things function with regard to the various contracts and acts which are essential for running a business.

Credits: 04

Semester III

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Indian Contract Act – 1872: Introduction, Definition & essential elements of a valid contract, Classification of contracts, Offer and legal rules regarding a valid offer, Acceptance & legal rules regarding a valid acceptance, Capacity to contract, Free Consent, Contingent Contracts, Quasi Contracts, Breach of Contract, Remedies for Breach of Contract The Sale of Goods Act – 1930: Definition & essential characteristics of a valid contract of sale, Difference between sale & other analogous terms	22
II	The Sale of Goods Act – 1930 (Continued) : Goods and their classification, Conditions and Warranties, Doctrine of caveat emptor, Sale by non-owners, Unpaid seller and his rights Indian Partnership Act: Definition, Nature and characteristics of partnership, Difference between partnership & company, Advantages & disadvantages of partnership, Types of partnership, Types of partners, Meaning and contents of partnership deed, Registration of partnership firm and effect of non-registration, Rights & duties of partners, Dissolution of partnership firm, Limited Liability Partnership	23

Reference Books/ Text Books / Cases:

- * Bulchandani, K.R., Business Law for Management. Mumbai: Himalaya Publishing House.
- * Gulshan, S. S., & Kapoor, G. K. Business Law. New Delhi: New Age International Pvt. Ltd.
- * Kuchhal, M. C. Business Law. Noida: Vikas Publishing House Pvt. Ltd.
- * Mathur, Satish, Business Law.
- * Tulsian, P. C. Business Law. New Delhi: Tata McGraw Hill Pvt. Ltd.

Focus: This course is focus on Skill Development aligned with CO1 and CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the significance of principles of mercantile law and its application in Industry.
- * Infer knowledge as to how such legislations regulate a business set up
- * Understand the basics of the sales of goods Act, partnership Act and Law of Contract.
- * Explore various legal remedies available under the Acts



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS02, PO3, PS04
• C02	PO1, PS01, PO2, PS02
• C03	PO2, PS02, PO2, PS04
• C04	PO3, PS03, PO4, PS04

BALO0110: BANKING AND INSURANCE LAWS

Introduction: This course would give insights into the basic laws related to banking and insurance which any of the students of management needs to have understanding while studying a course in management.

Objectives: Make the students aware about the various laws related with Banking and Insurance. To make them aware about the concepts and their practices thereby enabling them to understand their applicability in Practical world.

Credits: 04

Semester III

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Kinds of Banks and their Functions; Brief History of Banking in India; Relationship between Banker and customer; Bank's duty to customers; Definition, Nature of insurance contract, Brief history of Insurance in India, various kinds of insurance, Principles of Insurance, Banking Regulation laws- Banking Regulation Act-1949; The banking ombudsman scheme, 1955 Lending, Securities and Recovery by Banks - Principles of Lending, Position of Weaker Sections, Nature of Securities and Risks Involved,	22
II	Default and Recovery, Recovery of Debts with and without Intervention of Courts / Tribunal; Recovery of Debts due to Banks and Financial Institutions Act, 1993; Securitization and Reconstruction of Financial Assets and Enforcement of Security Interests Act, 2002 (Definitions, Section 13, Section 17) The Insurance Act 1938 – Object, Prohibition of transaction of insurance business by certain person, Assignment and transfer of insurance policies, Nomination by policy holder, Licensing of insurance agents, Registration of principal agents, chief agents and special agents, Issue of license to intermediary or insurance intermediary, Commission, brokerage or fee payable to intermediary or insurance, Intermediary, The IRDA Act 1999 - Constitution, Functions and Powers of Insurance Regulatory and Development Authority	23

Reference Books/ Text Books / Cases:

- * Banking and Insurance Law and Practice, Institute of Company Secretaries of India, Taxmann Publishers
- * M.N. Mishra, Law of Insurance, Central Law Agency,
- * M.L. Tannan, Banking Law and Practice in India, Lexis Nexis.
- * K.C. Shekhar, & Lekshmi Shekhar, Banking Theory and Practice

Focus: This course is focus on Skill Development aligned with CO1, CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the basic concepts and nature of Banking and Insurance.*
- * *Understand the concept of lending money, issuing securities and recovery from banks.*
- * *Recognize the various laws related with Banking and insurance in India.*
- * *Outline basics of insurance policies and the role of intermediaries in Insurance business.*

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS02, PO2, PS03
• C02	PO1, PS01, PO2, PS02
• C03	PO2, PS02, PO4, PS04
• C04	PO3, PS01, PO4, PS02

BAL00111: INTERNATIONAL LAW AND HUMAN RIGHTS

Introduction: This course would give insights into the basics of management which any student needs to have while studying a course in management.

Objectives: Make the students aware of the management concepts and practices thereby enabling them to understand the basic theories and concepts of management.

Credits: 04

Semester III

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Introduction, Development of International Law, Definitions, and Nature of International law, Sources of International law, Legality of International Law-Positive Morality, Theories as to basis of International Law, State: Concept of State, Essential Ingredients of State, and Recognition of states. Asylum, Extradition Diplomatic relations: Meaning of diplomacy, Law on diplomatic relations, classification of diplomatic agents, functions. Law of Treaties: Concept of Treaty, Kinds of Treaties.	22
II	Settlement of International Dispute: Legal and Political Disputes, Pacific Means of Settlement, Settlement under UNO, International organizations & their role in the development of International Law Introduction of Human Rights: Meaning, Kinds of Human Rights, Universal declaration of Human Rights, Highlights of the International conferences on human rights, collective rights, Human rights and NGO's, Human rights commissions in India.	23

Reference Books/ Text Books / Cases:

- * Malcolm Nathan Shaw, International Law, Cambridge University Press
- * Tim Hillier, Sourcebook on Public International Law, Routledge
- * Ian Brownlie, Principles of Public International Law, Oxford University Press
- * Tandon, M.P, Public International Law. Allahabad Law Agency, Faridabad
- * Dr. H.O Agrawal, Human Rights, Central Law Agency, New Delhi.
- * Basu, Durga Das, Human Rights in constitutional law, New Delhi: Prentice hall

Focus: This course is focus on Skill Development aligned with CO1, CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand provisions related to International Laws and human rights, and get familiar with International relations between different countries
- * Determine the different theories of international laws for further implementation.
- * Understanding the meaning of diplomacy and its classification with settlement of industrial dispute.
- * Understanding the importance of various international bodies and international conferences for the welfare of the country.
- * Understand the role of NGO in International Law.



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	P02, PS03, P04, PS02
• C02	P01, PS01, P02, PS02
• C03	P01, PS02, P04, PS04
• C04	P03, PS04

BAL00112: ENVIRONMENTAL LAWS

Introduction: *This course in environmental laws has been designed keeping in mind the significance of it in management studies and how it can be used in business scenarios*

Objectives: *The course educate students to systematically deal with problems like industrial pollution, acid rain, noise pollution, agricultural pollution, solid waste disposal, deforestation and loss of biodiversity.*

Credits: 04

Semester III

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: - Dimensions of Environmental Problems, Pollution & its Kinds. Dharma and the environment: Meaning and illustrations from the ancient Indian texts</p> <p>Environmental Management & Business Policy: Pollution and Disaster Management, Sustainable development, Environmental Impact Assessment & ISO 14001 Standards, Constitutional Provisions & Judicial Activism (Principles-Precautionary principle, Polluter pays principle, public trust doctrine).</p> <p>Water and air pollution: Meaning, consequences, relevant provisions: Case studies</p> <p>National Green Tribunal: Constitution, functions and powers of NGT</p> <p>The Environment (Protection) Act, 1986:- Meaning of 'Environment', 'Environment Pollutant', 'Environment Pollution', Powers and Functions of Central Govt., Important Notifications U/s 6: Hazardous Substance Regulation, Bio-Medical Waste Regulation and Coastal Zone Management, Public Participation & Citizen Suit Provision</p>	23
II	<p>Wild life: Meaning and importance for the environment and ecosystem: Relevant provisions of the Wildlife Protection Act 1972, its 2002 and 2006 amendments.</p> <p>Climate change: Concept, relevant instruments, remedial measures, Role of forests in climate change, problem of verification, contemporary developments. Plastic and human health.</p> <p>International concern for the environment: Stockholm Conference, Rio Conference, and other important international conferences and meetings, A brief Introduction of Center for International Environmental Law & its functions.</p>	22

Reference Books / Text Books / Cases:

- * Shyam Diwan & Armin Rosencranz, Environmental Law and Policy in India, Oxford University Press, 2nd Edition
- * S. C. Shastri, Environmental Law, Eastern Book Company, 4th Edition
- * Gurdip Singh, Environmental Law in India, MacMillan Publisher
- * Singh, R.B, Environmental laws In India; issues & response, concept publishing company, New delhi.

- * Upadhyay, JJJR, environmental laws, Central Law publication, New Delhi.

Focus: This course is focus on Entrepreneurship aligned with CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts and nature of laws related to environment
- * Understanding the business concepts and the environmental sciences that help in minimizing ill-effects caused to the environment.
- * Remembering the different environmental principles for the welfare of society
- * Make assessment of environmental Impact before starting any business

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO2, PS03, PO4, PS03
• CO2	PO1, PS01, PO2, PS04
• CO3	PO2, PS02, PO4, ,PS03
• CO4	PO3, PS03, PO4, PS04



Management Programme (UG)

BCBS 0102: ENVIRONMENTAL STUDIES

Credits: 02

Semester: I / III

L-T-P: 2-0-0

Objective: To create awareness in every Graduating student about the importance of environment, the effect of technology on the environment, eco-balance and make them sensitive towards environmental concerns for their Professional Endeavors.

Module No.	Content	Teaching Hours
I	Introduction & Concept of Ecosystem Environment: Definition, Scope, Importance, Natural Resources Ecosystem: Concept, Structure & Function, Producers, Consumers & Decomposers; Energy Flow in the Ecosystem, Ecological Succession, Food Chains, Food Webs & Ecological Pyramids.	8
II	Types of Ecosystem & Environmental Pollution: Introduction, Types, Characteristics, Features, Structure & Functions of - Forest Ecosystem, Grassland Ecosystem, Desert Ecosystem & Aquatic Ecosystems- Ponds, Streams, Lakes, Rivers, Oceans, Estuaries. Definition, Causes, Effects & Control Measures of - Air Pollution, Water Pollution, Land/ Soil Pollution, Noise Pollution, Thermal Pollution. Solid-Waste Management: Causes, Effects & Control Measures of Urban & Industrial Wastes.	10
III	Human Population & the Environment: Family Welfare Programme, Environment & Human Health, Human Rights Role of Information Technology in Environment & Human Health From Unsustainable to Sustainable Development, Urban Problems Related to Energy. Climate Change: Global Warming, Acid Rain, Ozone Layer Depletion, Nuclear Accidents & Holocaust; Water Conservation, Rain Water Harvesting, Watershed Management Environmental Protection Act, Air (Prevention & Control of Pollution) Act, Water (Prevention & Control of Pollution) Act, Wildlife Protection Act, Forest Conservation Act.	10

Text Book:

* K.M. Gupta, (2009), "Environmental Studies, Umesh Publications, New Delhi, 2nd ed.

Reference Books:

- Devendra S. Bhargava (2005), "Foundation of Environmental Studies", Galgotia Publications Pvt. New Delhi, 1st ed
- S. Deswal & A. Deswal (2010), "Environmental Ecology", Dhanpat Rai & co. New Delhi.
- M. Anji Reddy (2008), "Textbook of Environmental Science & Technology", BS Publications, Hyderabad.

Intended Outcome: At the end of this course, the student is expected to understand about the constitution of environment, precious resources in the environment and their conservation & role of human being in maintaining eco-balance by promoting practices for sustainable development.

Approved

Focus: This course is focus on Skill Development aligned with Cos.



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO1, PS03, PO4, PS02, PS04
• C02	PO1, PS01, PO2, PS03
• C03	PO2, PS02, PO3, ,PS04
• C04	PO3, PS03, PO4, PS04

BFBC0803: BUSINESS WISDOM-III

Introduction: This course has been designed keeping in mind the requirements of those students with regard to developing acumen towards business-related scenarios and related decisions.

Objective: To help students develop their acumen towards numerous business scenarios and business-related situations.

Credits: 02

Semester III

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Analysis of Business reports from various written sources- Use the information as found in written sources for understanding how businesses are run and prosper in modern competitive era.</p> <p>Classroom Discussion on General Awareness - Discussion on the latest trends in the fields of day-to-day innovations and developments related to business arena.</p> <p>Elements of Business Acumen - Introductory sessions based on understanding one's thought process, developing business knowledge, effective use of management process, management and leadership skills and focus on development of strategic thinking.</p> <p>Building of Acumen fund - Development of acumen fund in various organization on host of issues which enables students towards valuing a social venture, skill centre for social entrepreneurship and addressing the critical gaps between nothing ventured, nothing gained and social enterprise.</p>	22
II	<p>Lessons of Business Conglomerates- Analysis of market and macro- economic environments, business relations, project management and value drivers of the organization.</p> <p>Various Case Studies - Analysis and discussion on different case study on relevant business issues like Oxford SAID Business School, Michigan Business School, Harvard Business School, etc.</p> <p>People Skills through social media and business - Dialogue delivery in class room about how social media has come to develop various business practices like ability to influence, negotiation skills, decision-making, collaborative working and communication.</p> <p>Leadership Skills through individual classroom Presentation - Topics like team building, driving performance, change management, and ability to motivate and inspire.</p>	23

Reference Books/ Text Books / Cases:

- * Bhown, I., Improve Your Presentation Skills with CD: How To Make Effective Presentations and Influence Clients Noida, UBS Publishers Distributors Pvt. Ltd.

- * Batra, P. Brainstorming For creativity & Innovation, New Delhi: Batra Books.
- * Carell, Negotiating Essentials: Theory, Skills and Practices. Pearson Education Deo, K. Group Discussion. Ramesh Publishing House.
- * Dave, Capuzzi. Approaches to Group Work: A Handbook for Practitioners.
- * London: Prentice Hall.
- * Gerald and M.S., Corey. Groups Process and Practice: 7th Ed., Thomson: Brooks/Cole -Corey.
- * Kawasaki, G., & Fitzpatrick, P. The Art of Social Media: Power Tips for Power Users. Penguin.
- * Lewis, N, Word Power Made Easy. New York, Pocket Books.
- * Lynch, P. Time Power: A Proven System for Getting More Done in Less Time Than You Ever Thought Possible. Applied Management and Entrepreneurship New York, McGraw Hill Education.
- * Lawndes, L., How to Talk to Anyone, New York, McGraw Hill Education.
- * Relevant Case Studies

Focus: This course is focus on Employability aligned with CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understanding the changes happening in the business world around them.
- * Develop decision making in businesses, so as to map different business opportunities existing in the market.
- * Comprehend working of various business simulation exercises and providing opportunities to recreate various business situations.
- * Identifying and applying the knowledge of subject practically in real corporate situations

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO2, PS03, PO4,PS02
• CO2	PO1, PS01, PO2, PS02
• CO3	PO3, PS02, PO4, ,PS04
• CO4	PO1, PS01, PO2, PS03, PO4, PS04

BCMC0012: FUNCTIONAL ASPECT OF INTERNATIONAL BUSINESS

Introduction: This subject intends to acquaint the students with the basics of the mercantile law which characterize the business scenario in our country

Objective: To enable the students to grasp the details as to how things function with regard to the various contracts and acts which are essential for running a business.

Credits: 04

Semester IV

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to International Business: Introduction to International Business, Elements of International Business, Globalization</p> <p>Culture and International Business: Introduction, Meaning of Culture, Country Culture, and Culture in an International Business Organization (Culturally diverse expressions of personality, emotions).</p> <p>Ethics in International Business: Introduction, Business Ethics Factors, International Business and Ethics, National Differences in Ethics, Corporate Governance, Code of conduct for MNCs</p> <p>Global Sourcing and Indian Industries structure: Introduction, What is global sourcing, Reasons for global sourcing, advantages and disadvantages, Challenges for Indian Businesses</p> <p>Regional integration: Introduction, Overview of Regional Integration, Types of Integration, Regional Trading Arrangements, India and Trade Agreements</p> <p>Global trade institutions: Introduction, World trade organization (WTO), International Labour Organisation (ILO)</p>	22
II	<p>International Financial Management: Introduction, Overview of International Financial Management, Components of International Financial Management, Scope of International Financial Management</p> <p>International Accounting Practices: Introduction, International Accounting Standards, Accounting for International Business, International Regulatory Bodies, International Financial Reporting Standards</p> <p>International Marketing: Introduction, scanning international markets, mode of entering into potential markets, Global Marketing Strategies, Branding for International Markets</p> <p>International Strategic Management: Introduction, Strategic Management, Strategic Planning, Strategic Management Process</p> <p>International Human Resource Management: Introduction, International Organizational Structures, Introduction to International Human Resource Management, Scope of International Human Resource Management</p> <p>Finance and International Trade: Introduction, understanding payment mechanism, Documentation in International Trade, Financing Techniques, Export Promotion Schemes, Export and Import Finance</p>	23

Reference Books/ Text Books / Cases:

- * Daniel, J., & Lee, H. *International Business Environment*. 11th Edition. New Delhi: Pearson Education.
- * Onkvisit, S., & Shaw, J. *International Marketing*. 3rd Edition. New Delhi: Pearson Education.
- * Derskey, H. *International Management*. 4th Edition. New Delhi: Prentice Hall of India.
- * Aswattapa, K. *International Business*. 3rd Edition. New Delhi: Tata McGraw Hill
- * Kavita Singh, *Organization Change & Development*., Excel Books
- * Singh, B.D. *Managing Conflicts and Negotiation*. New Delhi: Excel book Publication
- * Varshney & Bhattacharya. 18th Edition. *International Marketing*. S Chand Publications
- * Export Management by Khurana P.K., Galgotia Publications, New Delhi
- * Lasserre, P., *Global Strategic Management*, Palgrave MacMillan, Hampshire
- * Fernando, A.C. *Corporate Governance: Principles Policies & Practices*, Pearson Education.

Focus: This course is focus on Entrepreneurship aligned with CO1, CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Summarize of global perspective regarding the business.
- * Listing the dimensions of international marketers' strategies, Culture and international business and poleis.
- * Understanding the ethics, diplomacy, and with emotional sensitivity in international business environments.
- * Evaluate the international marketing, international strategic management, and international trade.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO1, PS01, PO3, PS04
• CO2	PO2, PS03
• CO3	PO2 PS02,PO4, ,PS04
• CO4	PO3, PS02, PO4, PS03

BFBC0011: FUNDAMENTALS OF BUSINESS ANALYTICS

Introduction: This course in fundamentals of business analytics has been designed keeping in mind the significance of it in management studies and how it can be used in business scenarios.

Objectives: To enable the students to gain insights into how business analytics is used by business and how they can benefit from the same.

Credits: 04

Semester IV

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Business Analytics Basics: Introduction to Business Analytics; Significance and Usage of Business Analytics in Solving Real-life problems; Scope of Business Analytics;</p> <p>Data For Business Analytics: Data classification, Databases, Big Data and its Applications in Modern Businesses, Implications of Data Reliability and Validity; Risk Assessment with the help of Data</p> <p>Fundamental Skills in MS-Excel: Using Basic Excel Formulas solving regular problems and implications of the same for Contemporary Organizations</p> <p>Understanding Data Visualization: Significance, Tools and software of Data Visualization in research, Microsoft Excel Tools for creating charts, Data Bars, Color Scales, and Icon Sets, Sparklines, Data Queries: Tables, sorting and Filtering.</p>	22
II	<p>Data Analysis:- Meaning of Hypothesis, Formation and Testing of Hypothesis, Interpretation of results and Application in Real-world situations.</p> <p>Basics of Descriptive, Prescriptive and Predictive Analytics: Significance and Application of Descriptive Analytics, Basics of population and samples study. Understanding and Using Measure of Locations, Dispersion, Shape and Association in Business Decisions. General Understanding of Predictive Analytics, Using Predictive Analysis in Business, Data Collection Trends; Correlation and Regression, Meaning and Scope of Data Mining</p> <p>Nature and Significance of Prescriptive Analytics, Implications of Prescriptive Analytics by modern-day firms in varied circumstances</p>	23

Reference Books/ Text Books / Cases:

- * Cooper, D. R., & Schindler, P. S. Business Research Methods. New Delhi: Tata McGraw-Hill.
- * Kothari, C. R. Research Methodology - Methods & Techniques. New Delhi: New Age Publishers.
- * Sachdeva, J. K. Business Research Methodology. New Delhi: Himalaya Publishing House.
- * Sekaran, U. Research Methods for Business - A Skill Building Approach. New Delhi: Wiley India Pvt. Ltd.
- * Srivastava, T. N., & Rego, S. Business Research Methodology. New Delhi: Mc. Graw-Hill.

Focus: This course is focus on Entrepreneurship aligned with CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the business analytics and understanding the data collection process.



- * *Understanding data visualization and data analysis.*
- * *Understanding the basic of descriptive, prescriptive and predictive analytics of data.*
- * *Understand various aspects of related concepts in business analytics.*
- * *Understanding the data redundancy removal techniques and how data can be filtered for further analysis.*

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS02, PO4, PS03
• C02	PO1, PS01, PO2, PS02
• C03	PO3, PS02, PO4, PS03
• C04	PO3, PS02, PO4, PS03

BBAC0010: BUSINESS RESEARCH

Introduction: This course in business research has been designed keeping in mind the significance of it in management studies and how it can be used in business scenarios.

Objectives: To enable the students to gain insights into how research is carried out in business and how they can benefit from it

Credits: 04

Semester IV

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Understand the nuances involved in Creativity & Innovation. * Extend their knowledge with creative and innovative thinking styles. * Illustrate the research principles in business situations to optimize resource utilization. * Demonstrate various aspects of project planning	22
II	Sampling: Concept, Census vs. Sampling, Advantages and Limitation of Sampling, Sampling process, Types of Sampling: Non- probability sampling techniques, Probability sampling techniques, Sampling and non sampling errors, Criteria of a Good Sampling Design. Report Writing: Types of Research Reports, Guidelines for Writing a Report, Report Format, Guidelines for evaluating a report. Measurement and Scales: Levels of measurement—Nominal, Ordinal, Interval and Ratio, Attitude Measurement: Comparative scaling techniques, Non-comparative scaling techniques	23

Reference Books/ Text Books / Cases:

- * Cooper, D. R., & Schindler, P. S. Business Research Methods. New Delhi: Tata McGraw-Hill.
- * Kothari, C. R. Research Methodology -Methods & Techniques. New Delhi: New Age Publishers.
- * Sachdeva, J. K. Business Research Methodology. New Delhi: Himalaya Publishing House.
- * Sekaran, U. Research Methods for Business -A Skill Building Approach. New Delhi: Wiley India Pvt. Ltd.
- * Srivastava, T. N., & Rego, S. Business Research Methodology. New Delhi: Mc. Graw-Hill.
- * RajendraNargundka Marketing Research : Text & Cases, Tata McGraw Hill
- * Zikmund, Essentials of Marketing Research, Cengage Learning.

Focus: This course is focus on Skill Development aligned with CO1, CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the nuances involved in Creativity & Innovation.
- * Extend their knowledge with creative and innovative thinking styles.
- * Illustrate the research principles in business situations to optimize resource utilization.
- * Demonstrate various aspects of project planning



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	P02, PS03, PS04
• C02	P01, PS01, P02, PS03
• C03	P02, PS02, P04, PS02
• C04	P03, PS01, P04, PS03

BAL00106: COMPANY LAWS

Introduction: This course in company law has been prepared to make the students aware of the role which it plays in the day-to-day functioning of an organization.

Objectives: To enable the students with regard to gaining insights into conduct of any business organization and how its sound knowledge helps a firm to perform in a smooth way.

Credits: 04

Semester IV

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Fundamental Issues: Meaning, Nature and Characteristics of Company, Classification of Companies, Formation of company: Promotion, Incorporation and Registration of a Company including Introduction of E-Registration process. Memorandum of Association, Articles of Association, Prospectus, Types of Prospectus, Misstatement in Prospectus.</p> <p>Highlights of Recent amendment in company laws,</p> <p>Functional Aspects: Meaning and Types of Shares and share capital, Dematerialization of shares, Issue & Allotment of Shares, Debentures and its types Some Landmark case laws.</p>	22
II	<p>Directors: Definition, kinds of directors, Appointment, Powers, Rights and Duties of directors, Meetings, kinds of meetings, Resolutions Directors: Definition, kinds of directors, Appointment, Powers, Rights and Duties of directors, Meetings, kinds of meetings, Resolutions</p> <p>Management & Control: Prevention of Oppression and Mismanagement in Company, Lifting of Corporate Veil, Doctrine of Constructive Notice, Doctrine of Indoor Management, Constitution of NCLT & its functions, A brief introduction of the provisions of IBC, 2016 (Insolvency & Bankruptcy code), Winding up of Company</p> <p>Leading judicial pronouncements related to corporate veil, NCLT & IBC etc.</p>	23

Reference Books/ Text Books / Cases:

- * Bagrial, A. K. Company Law. Noida: Vikas Publishing House Pvt. Ltd.
- * Gogna, P. P. A Textbook Of Company Law. New Delhi: S. Chand Publisher
- * Gulshan, S. S. Company Law. New Delhi: Excel Books.
- * Gulshan, S.S., & Kapoor, G. K. Business Law including Company Law. New Delhi: New Age International Pvt. Ltd.
- * Singh, A. Company Law. New Delhi: Eastern Book Company

Focus: This course is focus on Skill Development aligned with CO1, CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:



- * *Recognise the fundamentals about the formation and types of companies.*
- * *Understand the procedure of issue of shares and SEBI Guidelines*
- * *Understand the role which company law plays in the affairs of a business firm.*
- * *Identify how various laws prevent any sort of mismanagement in a company.*

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, PS04
• C02	PO1, PS01, PO2, PS03
• C03	PO2, PS02, PO, PS04
• C04	PO3, PS03, PO4, PS02

BALO0103: PATENT AND COPYRIGHT LAW

Introduction: *This course on patent and copyright law would help the students in getting an outlook of Intellectual property laws and its importance*

Objective: *To enable the students in terms of understanding the various concepts related to Patents and copyrights and general Intellectual property rights aspects.*

Credits: 04**Semester IV****L-T-P : 4-0-0**

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Intellectual property: Meaning, Nature and significance, Historical and philosophical background of patents and other intellectual property, Various forms of intellectual properties: copyright, patent, trademark, design, geographical indication, semiconductor and plant variety, Major international instruments relating to the protection of intellectual properties: the Paris Convention, 1883, the Berne Convention, 1886, the WIPO Convention, 1967, the TRIPs Agreement, 1994 etc. The Copyright Act, 1957 : Copyright: Meaning, scope, Subject matter of copyright: original literary, dramatic, musical, artistic works; cinematograph films and sound recordings, Ownership of copyright,	22
II	Assignment and license of copyright, Infringement and exceptions of infringement of copyright and remedies against infringement of copyright: civil, criminal and administrative, An overview of the Copyright Amendment Act 2012 The Patent Act, 1970 : Meaning, Criteria for patentability and non-patentable inventions, Procedure for registration and term of protection Grants of patent, rights of patentee and revocation of patent, Compulsory licence and government use of patent, Infringement, exceptions to infringement of patent and remedies, Patent office and Appellate Board., An overview of The Patent (Amendment) Act, 2005	23

Reference Books/ Text Books / Cases:

- * W.R.Cornish and D. Llewelyn, Intellectual Property: Patents, Copyrights, Trade Marks and Allied Rights, Sweet & Maxwell.
- * Lionel Bently and Brad Sherman, Intellectual Property Law, Oxford University Press
- * P. Narayanan, Intellectual Property Law, Eastern Law House
- * B.L. Wadehra, Law Relating to Intellectual Property, Universal Law Publishing Co.
- * V.K. Ahuja, Law Relating to Intellectual Property Rights, LexisNexis

Focus: This course is focus on Skill Development aligned with CO1, CO3 and CO4.

Intended Outcomes: *After completion of the course, student will be able to:*

- * *Understand that without patent and copyright protection in the start-up phase, there would have been many copiers and the company and the individual in the long run cannot survive.*

- * *Recognise the way of filing patent and copyright laws*
- * *Understand the basic concepts of Intellectual property laws*
- * *Learn modern strategies of the companies related to copyrights and patents*

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, PO4, PS02
• C02	PO1, PS02, PO2, PS04
• C03	PO1, PS01, PO2, PS02
• C04	PO1, PS01, PO2, PS03

BALO0102: INTELLECTUAL PROPERTY LAW

Introduction: This course would give insights into the basic laws related to Intellectual property rights which any of the students of management needs to have understanding while studying a course in management.

Objectives: Make the students aware of the Intellectual Property Right concepts and practices thereby enabling them to understand their applicability in Practical world.

Credits: 04

Semester IV

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Meaning, nature, significance, need for intellectual property Right, IPR in India – Genesis and development, Provision of IPR under TRIPS and WTO.</p> <p>Meaning of Patent, Origin, Types, Inventions which are not patentable, Registration Procedure, Rights and Duties of Patentee, Assignment, license & Restoration of lapsed Patents, Surrender and Revocation of Patents, Infringement, Remedies & Penalties.</p> <p>Nature of Copyright, Works in which Copyrights subsist, Author & Ownership of Copyright, Rights Conferred by Copyright,</p>	22
II	<p>Assignment, Transmission, Licensing of Copyrights, Infringement of Copyrights, Remedies & Actions for Infringement of Copyrights, Copyright Societies, Office, Board, Registration of Copyrights & Appeals, International Conventions</p> <p>Definition, concept of Trademarks, Different kinds of marks (brand names, logos, signatures, symbols, well known marks, certification marks and service marks), Non Registrable Trademarks, Procedure for Registration of Trademarks, Opposition Procedure, Assignment/Transmission / Licensing of Trademarks, Infringement of Trademarks, Passing off Action, Offences and Penalties</p>	23

Reference Books/ Text Books / Cases:

- * Lionel Bentley and Brad Sherman, Intellectual Property Law (Oxford University Press, New Delhi.
- * P. Narayanan, Intellectual Property Law, Eastern Law House
- * W. R. Cornish, Intellectual Property: Patents, Copyright, Trade Marks and Allied Rights Universal Law Publishing Co. Pvt. Ltd, Delhi.
- * B.L.Wadehra; Law Relating to Patents, Trade Marks, Copyright, Designs & Geographical Indications; Universal law Publishing Pvt. Ltd., India
- * N.S. Gopalakrishnan & T.G. Ajitha, Principles of Intellectual Property, Eastern Book Company
- * A. K. Bansal, Law of Trademark In India, Thomson & Reuter
- * V.K. Ahuja, Law Relating to Intellectual Property Law, Lexis Nexis.

Focus: This course is focus on Skill Development aligned with CO1, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts and nature of Intellectual Property Rights.

- * *Recognise the way of filing patent and Trademark laws*
- * *Generate their own intellectual property and can acquire the patent and copyright for their innovative works.*
- * *Understanding and analysing the challenge of legality of their innovations used by the trespassers of their intellectual property without paying any royalty*

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, PO4, PS02
• C02	PO1, PS01, PO2, PS02
• C03	PO3, PS04
• C04	PO1, PS03, PO3, PS04

BALO1108: CONSUMER PROTECTION LAWS

Introduction: The subject aims to acquaint the students in grasping the details as to consumer protection law and right of consumer for the betterment of the same.

Objectives: Students would be able to develop a basic understanding about Consumer protection and law in relation of their protection.

Credits: 04

Semester IV

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Consumer relations, market development, consumerism and globalization, Legislative Framework: Evolutionary steps of Consumer Protection Laws in India- Historical Approach; Consumer Protection Act, 2019- Legislation objectives, Definitions, Rights of consumer, Consumer Dispute Redressal Forum: Three tier system (grievance redressal), Jurisdiction, Complainants under Consumer Protection Act. Appeals and adjournments, Relief to consumer, limitations and other procedures. Role of UN in consumer rights.	23
II	Features of Competition Act, 2002; Highlights of Food Safety and Standards Act, 2006; Features of Legal Metrology Act, 2009. Case Studies of Consumer Protection: Goods – laws on manufacturing defects; Service – Airlines, Banking & Insurance, Medical & Lawyers negligence Emerging Issues In Consumer Protection And Law: Role of Civil Society in Consumer Protection, E-Commerce and Consumer Rights, ADR in resolution of Consumer disputes.	22

Reference Books/ Text Books / Cases:

- * Consumer Protection Act; object and purpose of the Act and need to avoid references of consumers' complaints to civil courts, T.N. Pandey.
- * Law of Consumer Protection in India, D.N. Saraf, N.M. Tripathi. Comp LJ 10
- * Law of consumer protection, Singh Avtar
- * Consumer Protection, Dr. V.K. Agarwal, Bharat Publication.
- * Consumer Law in the information society, Wilhelm & son et. al.
- * Consumer Protection in the 21st Century: A Global Perspective, William T. Vukowich,

Focus: This course is focus on Skill Development aligned with CO1, CO3 and CO5.

Intended Outcomes: After completion of the course, student will be able to:

- * Comprehend the prevailing law on consumer protection in India.
- * Awareness about basic procedures for handling consumer dispute.
- * Recognizing major international instruments on consumer protection.
- * Grasping the evolving questions and policy issues in consumer law for future research.
- * Understand the nuances related to consumer protection & e-commerce



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	P01, PS03, PS04
• C02	P01, PS01, P02, PS02
• C03	P01, P02, PS02
• C04	P03, PS03, PS04

BFBC0013: MANAGEMENT OF BUSINESS AMBIANCE & ETIQUETTES

Introduction: This subject in modern office management will give insights to the students so as to make them understand the concept underlying this subject.

Objectives: It would help them in comprehending the numerous concepts of business etiquette and grasp the nuances of the environment of an office and how to deal with it.

Credits: 02

Semester IV

L-T-P : 2-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Modern Office Ambiance and Office Accommodation Meaning & Definitions of office and office management; Elements and Importance of office management; reasons behind choosing appropriate office, Meaning & Factors of office Accommodation; Location of Office; Meaning, Objectives, Principles of office Layout. Office Environment and Understanding business etiquette Office environment: Meaning & Importance of office environment, Different physical Conditions-Office Lighting, Reduction of Noise, Ventilation, Cleanliness, Interior Decoration and Safety Precautions. Examples of some modern office organisations ambience	22
II	Etiquettes: Meaning of Etiquette, ABC's of etiquettes, Understanding business etiquette Importance of Business Etiquette; The role of good etiquettes in Business Multicultural Etiquettes- Culture Defined, Examples of cultural insensitivity, cultural differences and their effects on business Etiquettes. Digital Etiquettes, grooming and civility at work place Digiquette- Email Etiquette, Cell Phone Etiquette Manners, Virtual Meetings, Voice Mail Messages, Grooming and Civility at the Workplace .	23

Reference Books/ Text Books / Cases:

- * Arora, S. P. Office Organization and Management, New Delhi: Vikas Publishing House
- * Mehra. S.K. Business Etiquette- A Guide for the Indian Professional, Noida: Harper Collins Publishers.
- * Whitmore J., Business Class: Etiquette Essentials for Success at Work, St. Martin's Press.
- * Chopra, R K., Chopra, A. Office Management, New Delhi: Himalaya Publishing House.
- * Nair, R.K, Banerjee, A.K., Office Management, Meerut: Pragati Prakashan.

Focus: This course is focus on Skill Development aligned with CO1, CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understanding the role of modern office management in an organization and factors of office accommodation.
- * Understanding of office environment and etiquette and also its relevance in establishment of culture of organization.
- * Understanding the significance of business attire and civility at the workplace involving the visual image and social skills for the business savvy.

- * *Understanding the actual concept of office management and tackling various situations successfully.*

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS01, PO3, PS02
• C02	PO1, PS01, PO3, PS04
• C03	PO2, PS02, PO4, ,PS04
• C04	PO2, PS03, PO4, PS04

BCMC0801: COMMUNICATION TECHNIQUES AND PRESENTATION SKILL

Introduction: The course in communication techniques and presentation skills intends to acquaint the students with the basics of communication and various techniques associated with it.

Objective: To familiarize the students with the fundamentals of communication techniques and effective presentations for professional purposes with the aid of modern technology.

Credits: 02

Semester IV

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Communication: Meaning, Nature & Importance, 7 Cs of Effective Communication, Process & barriers in communication, Flow of Communication, Types: Formal & informal and verbal & nonverbal.</p> <p>Digital Communication: E-Mail Writing , Social Media & networking or Video conferencing , Strategic importance of e-communication;</p> <p>Role, effects and advantages of technology in Business Communication</p> <p>Professional skills & Basic Etiquettes in Business Communication : Dos or Don'ts</p> <p>Business Letters: Characteristics of a Good Business Letter, Structure of a Business Letter, Layout of a Business Letter</p> <p>Types of Business Letters: Orders, Adjustment, Complaint, Sales, Business Circulars, Request, Congrats, Thank you.</p> <p>Official Communication: Memorandum, Minutes of Meeting - objectives, types, Contents and Guidelines for writing Minutes. Official Notes</p>	22
II	<p>Business Reports: Concept, Importance and Characteristics of a Good Business Report, Types, Steps in Writing Reports, Layout/Style of Business Report</p> <p>Presentation Skills & interview: Effective Public Speaking- Gesture, Posture, Eye Contact, Voice Modulation and Pitch, Dressing Sense, Overcoming Stage Fright, Handling Queries Smartly, Doing Proper Homework in this regard.</p> <p>Effective Presentation : Principles of Effective Presentation ,Principles governing the use of audio-visual media</p> <p>Interview Skills : Nature, Types of Interview, Facing an Interview : Mock interview , ,exit interview , appraisal interview /Video conferencing interview or tele-meeting</p> <p>Writing Resume, Difference between Resume and CV</p>	23

Reference Books/ Text Books / Cases:

- * Chhabra, T. N. Effective business communication. New Delhi: Sultan Chand & Sons.
- * Lesikar, R. V. Business communication. New Delhi: Tata McGraw Hill.
- * Pal, R., & Korlahalli, J. S. Essentials of business communication. New Delhi: Sultan Chand & Sons.
- * Sharma, R. C. & Mohan, K. Business correspondence & report writing. New Delhi: Tata McGraw Hill

- * Professional Presentations by Malcolm Goodale, Cambridge University Press, South Asian Edition.
- * Media and Communication Management by C.S. Rayudu, Himalaya Publishing House, Bombay.

Focus: This course is focus on Skill Development aligned with C01, C02 and C04.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the various concepts, importance of communication and 7 Cs of effective communication.
- * Understand the digital communication techniques and their usage in professional set-ups.
- * Comprehend contemporary business scenarios and handle the issues related to public speaking.
- * Develop the skills related to effective presentations and interviews.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, PO4, PS02
• C02	PO1, PS01, PO3, PS02
• C03	PO1, PS02, PO3, PS04
• C04	PO3, PS02, PO4, PS03

BFBC0804: BUSINESS WISDOM-IV

Introduction: This course has been designed keeping in mind the requirements of those students with regard to developing acumen towards business-related scenarios and related decisions.

Objective: To help students develop their acumen towards numerous business scenarios and business-related situations.

Credits: 02

Semester IV

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Business Acumen for Entrepreneurs – Developing Visionary skill, Insight on Networking (Net worth), Exercises for developing Uniqueness is execution of common Business Ideas, Online Profiling and Social Networking</p> <p>Session on Handling Issues-Dealing with situations of miscommunication, lack of coordination, conflict handling and focusing on solutions of Governmental Policies Towards Industries, specifically small and micro enterprises</p> <p>Public Speaking – Extensive sessions on speaking in public on various issues, preferably related to business</p> <p>Insight on Exports and Imports with special reference to Shri Mahila Griha Udyog Lijjat Papad</p> <p>Internationalization of local business– Cross Cultural Management Issues</p>	22
II	<p>Digital Marketing for Entrepreneurs – Mobile App & Website Development and usage, Techniques for making maximum out social media channels and You Tube</p> <p>Government schemes for support/supervising business India</p> <p>A brief understanding on the various legal aspects related to running a business and how they should be dealt with</p> <p>Lessons to be learnt from failed business enterprises and how to use them for ensuring better performance of one's own firm</p>	23

Reference Books/ Text Books / Cases:

- * Batra, P. Brainstorming For creativity & Innovation, New Delhi: Batra Books.
- * Dave, Capuzzi. Approaches to Group Work: A Handbook for Practitioners.
- * London: Prentice Hall.
- * Gerald and M.S., Corey. Groups Process and Practice: 7th Ed., Thomson: Brooks/Cole -Corey.
- * Kawasaki, G., & Fitzpatrick, P. The Art of Social Media: Power Tips for Power Users. Penguin.
- * Lewis, N, Word Power Made Easy. New York, Pocket Books.
- * Lynch, P. Time Power: A Proven System for Getting More Done in Less Time Than You Ever Thought Possible. Applied Management and Entrepreneurship New York, McGraw Hill Education.

- * Desai. Vasant, Dynamics of Entrepreneurial Development and Management, Mumbai: Himalaya Publishing House.
- * Lawndes, L., How to Talk to Anyone, New York, McGraw Hill Education.
- * Export Management by Khurana P.K., Galgotia Publications, New Delhi
- * Relevant Case Studies

Focus: This course is focus on Employability aligned with CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the changes happening in the business world around them.
- * Develop new ideas pertaining to entrepreneurship having the potential to be shaped into a successful business.
- * Understand news articles better and know how to use them effectively.
- * Understand regarding personality developing skills through presentations and interviews.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO2, PS03, PO4, PS02
• CO2	PO1, PS01, PO2, PS03
• CO3	PO3, PS02, PS03
• CO4	PO2, PS01, PO3, PS04

BFBC0012: MANAGEMENT OF BUSINESS INVENTIVENESS & ADVANCEMENT

Introduction: This subject will help the students to understand the different types of business plans that may be part of any business operation.

Objectives: To enable students towards understanding a business plan, its scope and its underlying importance.

Credits: 04

Semester V

L-T-P : 4-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Business Idea generation: Sources of an Idea-Idea brainstorming-Invention and Innovation-Idea possibility and feasibility-Incubation centre-opportunity and need evaluation .value proposition-business model-competitive advantage and sustenance of the business Innovation and Systematic Innovation. Studying financial feasibility related to a Business Idea, Finding the gaps for new business and new way of business - setting-up new ventures - acquiring existing business - franchising and Entrepreneurship.</p> <p>Market and Industry Analysis: Market analysis-market segmentation and selecting the target market- market size and trends-buyer behavior- Industry analysis-industry size and growth rate-sales projection-industry trends environmental trends-business trends.</p>	22
II	<p>Understanding competitive analysis comprehensively and market share in terms of a business.</p> <p>Business Plan Models: Company Business Plan-Automobile Company Business plan-Mobile Application Business plan-Ecommerce Business plan- Restaurant Business Plan-Retail outlet Business Plan- Intellectual Property Rights. Government and different institutional support in business. Financial help and other support system in India for business</p>	23

Reference Books/ Text Books / Cases:

- * Bruce R Barringer Preparing effective Business Plan-an Entrepreneurial Approach, New Delhi: Pearson Publication.
- * Matthew Record Writing a Winning Business Plan, New Delhi: Viva Books
- * Lawrence and Moyes, Writing a Successful Business Plan, University of Colorado publication, Latest Edition.
- * Jeffrey A Timmons, New Venture Creation, New Delhi: Irwin publishers, Latest Edition.
- * Vasant Desai Dynamics of Entrepreneurial Development and Management, New Delhi: Himalaya Publishing House.
- * Poornima M. Charantimath Entrepreneurship Development – Small Business Enterprises, New Delhi:Pearson

Focus: This course is focus on Entrepreneurship aligned with CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the process and steps of business idea generation for the start-up.

- * *Understand the way to analyse the market and industry with segmentation, targeting and positioning.*
- * *Understanding the market and industry analyses in the context of a Business Plan*
- * *Understanding the business model plans related to various industries.*
- * *Understanding what to produce and whom to serve in direct market.*

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, PS04
• C02	PO1, PS01, PO2, PS02
• C03	PO1, PS03, PO4, PS04
• C04	PO2, PS02, PS04

BBAE 0101: TRAINING & DEVELOPMENT

Introduction: This course will emphasize the theory of training and development, research to determine needs, types of program, practices as found in an organization

Objectives: To enable the students with regard to conducting a training & development session and education of programme in their knowledge.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Training and Development and techniques Introduction: Concepts of Training & Development, Definition, Meaning, Need for training, Importance of training, Objectives of training, Overview of training functions, Types of training, Training and learning, Principles of learning, Training needs assessment – organizational analysis, operational analysis, person analysis; Designing the training programme, attributes and factors influencing training design Behavioral skills and profile of trainer. Techniques & HRD: Types of training, Techniques of on the job training, off the job training. Technology in Training: CBT, Multimedia training, e- learning/online learning.	23
II	HRD: Training environment, Areas of training, Training aids, how to improve effectiveness of training programmes by applying learning principles, Human Resource Development concept- HRD at micro and macro levels, Management development programmes. Training evaluation: Reasons for evaluating training, Overview of the evaluation process, Outcomes used in the evaluation of training programs, Models of training evaluation, Considerations in choosing an evaluation design, Measurement of effectiveness of training.	22

Reference Books/ Text Books / Cases:

- * Ashwathapa, K. Human Resource Management. New Delhi: Tata McGraw Hill.
- * Bhatia, S. K. Training & Development. New Delhi: Deep & Deep Publication.
- * Jankiram, B. Training & Development - Indian Text Edition. New Delhi: Dreamtech Press.
- * Patnayak, B. Human Resource Management. New Delhi: PHI Learning

CASE:

- * VSP Rao page no. 215 “ Poor Sanjay” Excel Books

Focus: This course is focus on Entrepreneurship aligned with CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the Training & development Importance in an organization.
- * Describe the scope of Training & Development in employee well-being in corporate world.
- * Understand the future trends and models related Training & HRD.
- * Highlighting the core competencies of Behavioral skills trainer.



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	P02, PS03, P04, PSO, PS04
• C02	P01, PS02, P02, PS03
• C03	P02, PS02, PS04
• C04	P02, PS02, P03, PS04

BBAE0102: INDUSTRIAL RELATIONS

Introduction: This course serves as an introduction into the field of industrial relations. Students will learn about the history of the field and an introduction to labour unions.

Objectives: To enable the students with regard to various models of dispute resolution, labour-management cooperation, dispute settlement machineries and other Industrial relation issues

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Industrial Relations: Meaning, objectives, scope, determinants of Industrial relations, Factors affecting Industrial relation.</p> <p>Approaches to Industrial relation: Psychological, Sociological, Human Relation, Socio-ethical, Gandhian, system Approach.</p> <p>Trade Unionism- Concept, objectives of Trade Unions and Methods of achieving the objectives; Features and functions of trade unions.</p> <p>Industrial Disputes: Concept, Features, causes, classification of industrial disputes.</p> <p>Methods of prevention of Industrial Disputes: Tripartite and Bipartite bodies, Standing orders and grievance procedure, Ethical codes, collective bargaining.</p>	23
II	<p>Industrial Dispute Settlement Machinery: (conciliation, arbitration and adjudication) - Work Committees, Conciliation, Board of Conciliation, Court of enquiry, Labour Court, Industrial Tribunal, National Tribunal, Grievance handling.</p> <p>Workers' Participation in Management: Concept, purpose and significance of participation; Forms of participation: information sharing, consultation, association of workers, joint decision-making and Board of Directors.</p> <p>International Labor Organization: An Introduction to ILO: origin, objectives and structure of ILO.</p> <p>Impact of Globalization & Information Technology on IR, Role of Human Resource Development in Developing Industrial Relation.</p>	22

Reference Books/ Text Books / Cases:

- * Mamoria, C. B., Mamoria, S., & Gankar, S. V. Dynamics of Industrial Relations. New Delhi: Himalaya Publishing House.
- * Monnapa, A. Industrial Relations. New Delhi: Tata McGraw Hill.
- * Sen, R. Industrial Relation in India. New Delhi: Macmillan India.

CASE:

- * CGC limited, Chapter no. 14, Pg No. 440, Ratnam, C.S. Venkata, Industrial Relation, Oxford University Press

Focus: This course is focus on Skill Development aligned with CO1, CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the history and models of the Industrial Relations system.
- * Discuss genesis of industrial conflicts and disputes.



- * Describing the functioning of various Industrial conflict settlement machineries.
- * Discussion on latest issues and challenges in labor laws and welfare facilities of employees in corporate sector.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PO4, PS03, PS04
• C02	PO1, PO2, PS01, PS02
• C03	PO3, PO4, PS03, PS04
• C04	PO3, PO4, PS02, PS03

BBAE0103: GROUP DYNAMICS & TEAM BUILDING

Introduction: This course in group dynamics and team building acquaints the students with the nuances of the subject keeping in mind the perspective that they have.

Objectives: To enable the students to develop an understanding about group and team building so that they can utilize the same in their day-to-day conversation

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Overview of Group: Meaning of Group and Group Dynamics; Formation of group; Group Properties- Roles, Norms, Structure, Size and Cohesiveness. Stages of Group Development- The five-stage Model, An alternative Model: for temporary groups for deadlines. Types of Group -Formal groups and Informal groups. Characteristics of an Effective Group. Team Building Process: Overview of team; Difference between Groups and Teams.	22
II	Types of Teams- Problem-solving Teams, Self-Managed Teams, Cross-functional teams, Virtual Teams; Stages of team development:- Storming, Norming, Forming, Performing and Adjourning; Quality circles; Evaluating team performance. Goal Setting of Team: Defining roles and responsibility of team members; External and Internal factors affecting team building; Handling conflicts in a team; Ingredients of Effective teams and Potential team Problems.	23

Reference Books/ Text Books / Cases:

- * Rao, V.S.P. Human Resource Management, New Delhi. Excel Books.
- * Bhattacharya, D. K. Organizational Change & Development. New Delhi: Oxford University Press.
- * Robbins, S. P., Sanghi, S., & Judge, T. A. Organizational Behavior. New Delhi: Pearson Education.

Focus: This course is focus on Employability aligned with CO1, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Outline the importance of managerial capability through team building & group dynamics.
- * Understand the prerequisites of having an effective group and team building.
- * Discuss elementary level of understanding of group/team functions.
- * Discussion on latest trends and future model of team building.



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	P02, P03, PS01, PS03
• C02	P01, PS01, P02, PS02
• C03	P02, PS03, P03, PS04
• C04	P02, PS03, P03, PS04

BBAE 0104: COMPENSATION & REWARD MANAGEMENT

Introduction: This course is designed to promote understanding regarding issues related to compensation in corporate sector and how the same affects the overall scheme of things

Objectives: To enable students impart skills in designing, analysis and restructure compensation management system, policies and strategies.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction of Compensation and Reward: Compensation meaning, Objectives, Principles of Compensation, Types of compensations, Wage concepts, minimum, Fair and Living wage, Compensation Benchmarking, Compensation Administration. Meaning and Types of Reward System, Elements of Employee Rewards. Need, Objectives & Types of Fringe Benefits. Job Design and Job Evaluation: Meaning, Strategies and Techniques of Job Design; Meaning and Methods of Job Analysis; Fundamental Concepts of Job Description and Job Specification;	23
II	Concept, Process, Methods of Job Evaluation; Alternatives Methods of Job Assessment. Strategic Compensation Management and Innovations in Compensation: Meaning of Strategy, Compensation Design and Strategy, Strategic Planning, Strategic Compensation Design, Strategic compensation Policies. Variable Compensation, Retirement Plans, Employees Benefits-Gratuity computation, Provident fund, Dearness allowance.	22

Reference Books/ Text Books / Cases:

- * Bhattacharya, D.K., *Compensation Management*, New Delhi: Oxford University Press.
- * Rao, V.S.P., *Human Resource Management*, New Delhi: Excel Books.
- * Sharma, A.M., *Personnel and Human Resource Management*, New Delhi: Himalaya Publishing house.

Case:

- * New Delhi Shopping Point, Bhattacharya, D.K., *Compensation Management*, Oxford University Press.

Focus: This course is focus on Entrepreneurship aligned with CO1, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to

- * Recognize the need and utility of compensation in the organisation.
- * Understand the concept of compensation and reward management.
- * Apply skills in designing, analyzing and restructuring compensation packages.
- * Analyze the impact of compensation and rewards management on organisation.



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	P02, PS03, P04,PS02, PS04
• C02	P01, PS01, PS04
• C03	P03, PS02, P04, ,PS04
• C04	P03, PS03, P04, PS04



BBAE0201: SALES & DISTRIBUTION MANAGEMENT

Introduction: *The course has been designed to familiarize the students with concepts, procedures, practices and complexities of Sales Management.*

Objectives: *To enable the students to gain insight about the various concerns as related to the fields of sales and distribution management as found in today's organizations.*

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction & Concept of Sales Management: Nature, meaning, scope and objectives of Sales Management. Concept and Principles of Sales. Distinction between marketing and sales Management. Objectives of sales. Selling Process: Preparation, prospecting, pre-approach, sales presentation, closing of sales. Market identification-sales forecasting – qualitative and quantitative methods. Sales organization its functions and forms. Sales Manager and Sales Force: Qualities, types and their functions/duties. Recruitment, Selection, Training and Remuneration of Sales Force.	23
II	Sales Force Motivation: Motivation of Sales force. Supervision and control of Sales force. Sales force Performance and its Evaluation. Sales Territories, Quota and Reports. Sales Promotion, Demonstrations and Conference. After Sales Service. Prospecting, Objection Handling. Distribution Management: Physical Distribution System Meaning and Organization. Types of Channels of Distribution: functions, Selection & motivation of intermediaries. Transport system elements and management: Features, Types & role of different modes of transport.	22

Reference Books/ Text Books / Cases:

- * Davar, R. S. Salesmanship & Publicity. New Delhi: Vikas Publishing House.
- * Gupta, S. L. Sales & Distribution Management. New Delhi: Excel Books.
- * Sahu, P. K., & Raut, K. C. Salesmanship and Sales Management. New Delhi: Sangam Books Pvt. Ltd.
- * Still, R. R., Edward, C. W., & Norman, G. A. Sales Management - Decision Strategy & Cases. New Delhi: Pearson Education

Case:

- * Vishal Jhulka's Dilemma: Sales and Distribution Management by Tapan K.Panda and Sunil Sachdev, Chapter no. 1 (Introduction to Sales Management), page no. 39-40, Oxford University Press, New Delhi.

Focus: This course is focus on Entrepreneurship aligned with CO1 and CO2.

Intended Outcomes: *After completion of the course, student will be able to*

- * *Interpret the basic concepts pertaining to Sales and Distribution*
- * *Identify the role of a sales manager and sales force*
- * *Discuss awareness about the various concepts and principles related to Sales*

* Discuss sales aptitude as well as attitude.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, PO4, PS02
• C02	PO1, PS01, PO3, PS04
• C03	PO1, PS02, PO4, PS04
• C04	PO3, PS03, PO4, PS04

BBAE0202: RURAL MARKETING

Introduction: To develop an understanding about agricultural based rural economy in India and to access the potential of rural markets for durable and non-durable products.

Objectives: To enable the students develop an insight about the successful marketing strategies for rural market and how to monitor the same

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Rural Marketing: Concept, Definition, Significance, Scope and Classification of Rural Market, Understanding of Rural Economy, Characteristics & Classification of Rural Consumers,</p> <p>Rural Marketing Environment: Geographic, Economic, Socio-cultural, Infrastructural Factors and their Influence on Rural Marketing Operations; Classification of Rural Products, Rural v/s Urban Marketing; Challenges related to Rural Market in India.</p> <p>Marketing Mix for Rural Products: Product: Product Categories- FMCG, Consumer Durables, Agricultural Goods and Services; Price: Factors Affecting Pricing, Pricing Strategies in Rural Market.</p> <p>Understanding Rural Retailing</p>	23
II	<p>Marketing Mix for Rural Products: Place: Distribution Channels (Innovative Distribution Channels like- ITC, e-chaupal, Godrej Aadhar, HUL Shakti) and Logistics in Rural Market;</p> <p>Promotion: Promotion in Rural Marketing, Role of Advertising, Sales Promotion, Publicity and Personal Selling in Rural Marketing. Challenges in Rural Communication.</p> <p>Marketing of Agricultural Products: Meaning and Definition of Agricultural Marketing; Agri-Input products VS Agri-output products; Problems and Limitations of Agri-marketing in India.</p> <p>Bottom of the Pyramid marketing: Concept and evolution; Relevance in rural marketing; Some Successful Firms engaged in BOP marketing</p> <p>Future of Rural Marketing in India and the Role of Government</p> <p>Role of Technology on Rural Consumers and Markets</p>	22

Reference Books/ Text Books / Cases:

- * Gupta, K.B., Siddiqui, F. & Alam, I. Rural Management. New Delhi: World Press
- * Kashyap, P. (2016). Rural Marketing, 3/e. Pearson Education India.
- * Prahalad, C. K., & Prahalad, C. K. . The Fortune at the Bottom of the Pyramid. Wharton School Pub.
- * Krishnamacharyulu, C. G. & Ramakrishnan, L. Rural Marketing. New Delhi: Pearson Education

Focus: This course is focus on Skill Development aligned with CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to

- * Describe the availability of scope prevailing in rural market.
- * Understand the practices and application of marketing mix in rural market.

- * Draw the outcomes why rural customers behave in a certain way.
- * Apply the evolving concepts in marketing in rural demography.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, PO4, PS02
• C02	PO1, PS01, PO2, PS02
• C03	PO2, PS04, PO4, PS02
• C04	PO3, PS02, PO4, PS04

BBAE0203: INTERNATIONAL MARKETING

Introduction: This course in international marketing would help the students to acquaint themselves with the nuances as related with the subject.

Objectives: To assist the students in grasping the fundamentals of doing business in today's global scenario in the context of the marketing aspect of it.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	International Marketing - Introduction and Planning Definition, Scope, Objectives, Domestic v/s International Marketing - Similarities and Differences, Process of Internationalization, Benefits of International Marketing, Challenges, Reasons of Entry in International Markets, Foreign Market Entry Strategies, Marketing Research, Marketing Information System & Sources, Market Analysis	15
II	International Market Environment Political Environment – Types of Governance in the Globe, Political Risks & how to Minimize them Cultural Environment – Culture, Its Elements, Its influence on Consumption, Thinking, and Communication Process, Cultural Changes Legal Environment – Legal Systems, IPRs, Branch v/s Subsidiary, International Disputes	15
III	International Marketing Decisions related to 4 Ps Product - Global Product, International Product Planning, Strategies, International Branding & Packaging Decisions, Warranties & Services Price – Price Standardization, Transfer Pricing, Financing & Payment Methods, Exchange-related Issues Distribution - Global Channel Structures & Management, Channel Members – Selection & Roles Promotion – Global Advertising Pattern, International Promotion & Communication, Personal Selling & International Sales Negotiation.	15

Reference Books/ Text Books / Cases:

- * Cherunilam, F. International Business. New Delhi: Prentice Hall Of India.
- * Jain, S. International Marketing Management. New Delhi: CBS.
- * Joshi, R. M. International Marketing. New Delhi: Oxford University Press.
- * Varshney, R. L. & Bhattacharya, B. International Marketing Management. New Delhi: Sultan Chand & Sons

Case Study:

- * Building Indian Brands in the Diamond Jewellery Segment: *International Marketing* by Rakesh Mohan Joshi, Pages 362-64, Oxford University Press, New Delhi

Focus: This course is focus on Skill Development aligned with CO1, CO2 and CO3.



Intended Outcomes: After completion of the course, student will be able to:

- * Understand the international marketing and analyse the difference between domestic v/s international marketing.
- * Understanding about the international market environment and risk associated with political and legal environment.
- * Understand the various concepts related to international marketing environment
- * Create awareness regarding the international marketing mix elements

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, PO4, PS02, PS04
• C02	PO1, PS01, PO2, PS04
• C03	PO2, PS02, PO4, PS04
• C04	PO3, PS03, PO4, PS02

BBAE0204: DIGITAL MARKETING

Introduction: This course focuses on key issues related to digital marketing including strategy development, competitive advantage, current and emerging technologies, pricing, distribution channels, promotion, etc. This course aims to familiarize students to create strategic and targeted online campaigns.

Objectives: To understand the basic concepts and functions of Digital marketing.

To develop awareness about the various methods and applications of Digital marketing.

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Digital Marketing: Introduction, Moving from Traditional to Digital Marketing, Integrating Traditional and Digital Marketing; Concept of Search Engine Optimization (SEO); Concept of Pay Per Click.</p> <p>Social Media Marketing: Introduction, Process - Goals, Channels, Implementation, Analysis.</p> <p>Tools: Google and other Search Engines, Facebook, Twitter, Pinterest, Instagram, YouTube and LinkedIn.</p> <p>Issues: Credibility, Fake Narrative, Paid Influencers</p> <p>Email and Mobile Marketing: Email Marketing: Introduction, email marketing process, design and content, delivery, discovery, Benefits & Limitations.</p>	23
II	<p>Mobile Marketing: Introduction and concept, Process of mobile marketing: goals, setup, monitor, analyze; Improving Digital Experiences with Mobile Apps Enhancing, Pros and Cons.</p> <p>Engaging consumers effectively with mobile-based apps.</p> <p>Targeted Advertising. Issues: Data Collection, Privacy, Data Mining, Money and Apps, Security, Spam. Growth Areas.</p> <p>Managing Digital Marketing: Content Production; Video based marketing; Credibility and Digital Marketing; IoT; User Experience;</p> <p>Future of Digital Marketing: Scope & Challenges Ahead.</p>	22

Reference Books/ Text Books / Cases:

- * Ian Dodson. The art of Digital Marketing. Wiley
- * Philip Kotler. Marketing 4.0: Moving from Traditional to Digital
- * Ryan, Damien: Understanding Digital Marketing. Kogan Page Limited.
- * Gupta, Sunil: Driving Digital Strategy. Harvard Business Review Press
- * Bhatia, Puneet S.: Fundamentals of Digital Marketing. Pearson

Focus: This course is focus on Employability aligned with CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Define the concept of digital marketing and its practical implications.



- * *Express innovative insights of digital marketing enabling a competitive edge*
- * *To understand and being able to create and run digital media based campaigns*
- * *Identify and utilize various tools of digital marketing*

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	P02, P04, PS02, PS03, PS04
• C02	P01, PS01, P02, PS03
• C03	P04, PS02, PS04
• C04	P03, PS02, P04, PS04

BBAE0301: INTERNATIONAL FINANCIAL MANAGEMENT

Introduction: *This subject enables the students to develop awareness about international financial management and related practices as found*

Objectives: *To enable the students to gain insights into the role of the various global institutions, their structures as well as international trade in India.*

Credits: 04

Semester V

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: International Financial Management and Domestic Financial Management, Nature and Scope of International Financial Management</p> <p>International Monetary System and its evolution – Gold Standard, Bretton Woods System, Exchange Rate Regime.</p> <p>International Financial Flows, Balance of Payment – Structure, Disequilibrium and Adjustment.</p> <p>Foreign Exchange Market: Introduction, Features, Participants, Exchange Rate Quotation, Segments of Foreign Exchange Market – Spot Market, Forward Market, Futures & Options, Concept of Speculation, Arbitrage and Hedging in Foreign Exchange Market</p>	22
II	<p>Exchange Rate Determination: Mechanism, Factors, Theories – PPP & IRP</p> <p>Exchange Rate Risk: Concept, Types and Risk Management Techniques – Internal & External.</p> <p>International Working Capital Management: Overview, International Cash Management, International Receivables Management, International Inventory Management.</p> <p>International Financial Market: Overview, International Equity Market – ADR and GDR, International Bond Market – Foreign Bond & Euro Bond</p> <p>Financing of Foreign Trade: Modes of Payments in International Trade – D/A, D/P, Letter of Credit etc. Methods of Trade Financing – Pre-shipment and Post-shipment etc</p>	23

Reference Books/ Text Books / Cases:

- * Apte, P. G. International Financial Management. New Delhi: Tata McGrawHill.
- * Jain, P. K., Peyrard, J., & Yadav, S. S. International Financial Management. New Delhi: Macmillan Publishers India Ltd.
- * Srivatava, R. M. Multinational Financial Management. New Delhi: Excel Books.
- * Varshney, R. L., & Bhashyam, S. International Financial Management. New Delhi: Sultan Chand & Sons.
- * Vyuptakesh, S. International Financial Management. New Delhi: Prentice-Hall of India

Focus: This course is focus on Entrepreneurship aligned with CO3 and CO4.

Intended Outcomes: *After completion of the course, student will be able to:*

- * Understand the various aspects of international financial management
- * Learn about the various international economic groups

- * Discuss about the numerous international institutions
- * Identify the changing scenario of the international economic environment.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03 ,PO2, PS04
• C02	PO1, PS01, PO2, PS02
• C03	PO2, PS02, PO4, PS04
• C04	PO3, PS03, PO4, PS02

BBAE1302: MANAGEMENT OF FINANCIAL INSTITUTIONS & SERVICES

Introduction: The course involves the emphasis on banking and key financial services so that scholar gets an exposure to various dynamics of financial system

Objectives: To enable the students to explore Indian financial system and be comfortable in understanding its implications on economic growth

Credits: 04

Semester V

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction of Financial System Characteristics, Significance, Evolution, Regulatory Framework, Major Issues in Indian Financial System. Recent Developments in the Financial System Brief overview of Financial markets and financial instruments Financial institutions: Banking and its Structure in India, Commercial Banking - Operating Aspects, Evolving trends, Management of Assets and Liabilities, Basel Norms, Merchant Banking Functions, Issue Management, Underwriting Non-Banking Financial Company-Meaning, Functioning, Classification – AFC, IC, LC, IFC, CIC-ND-SI, MFI. Insurance: Life and Non-Life Insurance (Marine / Motor / Fire / Health / Pension Plan / Annuity / Rural Insurance), Operational Aspects.	22
II	Special financial institutions: Development banks (IDBI, ICICI, IFCI), Sectoral financial institutions (EXIM Bank, SIDBI), Investment institutions (UTI, LIC, GIC) and State level institutions (SFCS, SIDCS). Financial Services: introduction, characteristics, functions and its types (a) Fee based Services –Corporate Advisory Services, Credit Rating, Mutual Funds, Debt Securitization. loan syndication, Mergers and acquisitions. (b) Fund based Services – Lease and Hire Purchase, Housing Finance, Credit Cards, Financial Inclusion, Microfinance Venture Capital, Factoring, Forfeiting, and Bill Discounting	23

Reference Books/ Text Books / Cases:

- * Frank J. Fabozzi, F. Modigliani, Foundation of Financial Markets & Institutions (Third Edition), Pearson Education.
- * Kohn, M. Financial Institutions & Markets. TATA McGraw Hill.
- * Khan, M. Y. Indian Financial System. Fourth Edition. TATA McGraw Hill.
- * Pathak, Bharti V. Indian Financial System. Pearson Publication

Focus: This course is focus on Employability aligned with CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand various financial institutions and their functions.
- * Appreciate the various features related to insurance & banking.
- * Comprehend the concepts of financial services and its practical implications.



* *Realize the basis upon which they can develop into a financial practitioner.*

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, ,PO2, PS04
• C02	PO1, PS01, PO2, PS02
• C03	PO4, PS02, PO4, PS03
• C04	PO3, PS03, PO4, PS04

BBAE0303: COST ACCOUNTING FOR BUSINESS MANAGERS

Introduction: *In developing economy like ours, the importance of cost accounting has been acknowledged by all when optimum utilization of resources is the need of the day.*

Objectives: *To enable the students to gain insights into the various concepts related to cost accounting and the terms which characterize the phenomenon of costing*

Credits: 04

Semester V

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction – Meaning of Cost, Costing and Cost Accounting – Comparison between Financial Accounts and Cost Accounts, Cost Unit, Cost Center.</p> <p>Elements of Cost- Concepts of Cost and Classifications of Cost, Preparation of cost sheet, Tenders and Quotations procedure followed in modern set of market.</p> <p>Contract Costing – Basic concepts, Types of contract, recording of costs of contract, profit on uncompleted contracts, work in progress, cost plus contract, escalation clause. Practical Industries Numerical problems.</p>	22
II	<p>Standard costing – standard cost and standard costing, standard costing and budgetary control, analysis of variances, importance of variances, practical numerical on control and material variances.</p> <p>Process Costing - Meaning, Features, elements of production cost, Process costing, By-products Normal loss/gain and Abnormal Loss/ Gains, Preparation of process accounts. Need for valuation of WIP.</p> <p>Job Costing – Meaning, Features, Advantages and Limitation.</p> <p>Operating Costing –Meaning, Features, Objectives & Techniques of Costing, modern procedure followed by manufacturing units.</p>	23

Reference Books/ Text Books / Cases:

- * Jain, S. P.& Narang, K. L. Cost Accounting. New Delhi: Kalyani Publishing House
- * Khan, M. Y. & Jain, P. K. Management Accounting. New Delhi: Tata McGraw Hill
- * Kishore, R. M. Cost accounting. New Delhi: Taxmann Publishing
- * Maheshwari, S. N. & Maheshwari S. K. Cost and Management Accounting. New Delhi: Vikas Publishing House.

Focus: This course is focus on Skill Development aligned with CO1, CO3 and CO4.

Intended Outcomes: *After completion of the course, student will be able to:*

- * Define the basic cost concepts, element of cost & Preparation of Cost Sheet.
- * Classify the principles and techniques used in recording, analyzing and reporting costs
- * Understand the principles and techniques used in revenues for internal management purposes.
- * Develop applicable cost concepts in making short term decisions and the application of spreadsheets in management accounting.



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	P02, PS03, P04, PS02, P02, PS04
• C02	P01, PS01
• C03	P01, PS02, P02, PS01
• C04	P02, PS03, P03, PS04

BBAE0304: WORKING CAPITAL MANAGEMENT

Introduction: *This subject has been designed keeping in perspective the various aspects of working capital management as found in an organization.*

Objectives: *To enable the students to develop understanding about working capital management and its functioning in businesses*

Credits: 04

Semester V

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction – Meaning and Components of Working Capital, Gross and Net Working Capital, Permanent and Temporary Working Capital, Positive and Negative Working Capital, Objectives of Working Capital Management.</p> <p>Operating Cycle Concept – Reasons for Prolonged Operating Cycle, How to reduce Operating Cycle.</p> <p>Working Capital Requirement – Factors determining Working Capital, Working Capital in Seasonal Industries, Working Capital during Inflation, Working Capital in Industries with shift working.</p> <p>Inventory Management – Meaning and Nature of Inventory, Purpose / Benefits of Holding Inventory, Risk and Costs of Holding Inventories, Meaning and Objectives of Inventory Management.</p>	22
II	<p>Tools and Techniques of Inventory Management - Determination of Stock Levels, Determination of Safety Stocks, Ordering systems of Inventory, Economic Order Quantity, ABC Analysis, VED Analysis, FNSD Analysis, Inventory Turnover Ratios, JIT Control System. Numericals on Stock Levels, Economic Order Quantity.</p> <p>Receivables Management – Meaning of Receivables, Cost of Maintaining Receivables, Factors influencing size of Receivables, Forecasting the Receivables, Meaning and Objectives of Receivables Management, Dimensions of Receivables Management: Forming of Credit Policy, Executing the Credit Policy, Formulating and Executing Collection Policy.</p> <p>Cash Management – Nature of Cash, Motives of Holding Cash, Cash Management, Managing cash flows, Determining Optimum Cash Balance.</p>	23

Reference Books/ Text Books / Cases:

- * Bhattacharya, H. *Working Capital Management*. New Delhi: Prentice-Hall of India.
- * Kishore, R. M. *Financial Management*. New Delhi: Taxmann Publication
- * Mathur, S. B. *Working Capital Management & Control*. New Delhi: New Age International.
- * Rustagi, R. P. *Working Capital Management*. New Delhi: Taxmann Publication

Focus: This course is focus on Skill Development aligned with CO1, CO3 and CO4.

Intended Outcomes: *After completion of the course, student will be able to:*

- * Understand the basic concepts related to working capital management
- * Discuss the management of receivables and inventory

- * *Learn the management of cash by an organization*
- * *Determine and financing working capital requirements.*

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, PO4, PS02, PS04
• C02	PO1, PS01, PO2, PS02
• C03	PO1, PS02, PO3, PS04
• C04	PO3, PS03, PO4, PS04

BFBE0101: HR ANALYTICS

Introduction: This course will serve as an introduction to Human Resource Analytics. Gain an understanding of the different analytical approaches used by HR Professionals to solve real business problems. By this, business leaders can make decisions about their people based on deep analysis of data rather than the traditional methods of personal relationships, decision making based on experience, and risk avoidance.

Objectives: How and when hard data is used to make soft-skill decisions about hiring and talent development, so that you can position yourself as a strategic partner in your company's talent management decisions

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>HR Analytics in Perspective: Basics of HR Analytics, what is Analytics, Evolution, Role of Analytics, Defining HR Analytics, HR Analytics: Analytics based Performance Evaluation. Understanding the organizational system, Locating the HR challenge in the system, Valuing HR Analytics in the organizational system.</p> <p>HRA Frameworks: Staffing different analytic approaches to predicting performance for hiring and for optimizing internal mobility, to understanding and reducing turnover, and to predicting attrition.</p>	23
II	<p>Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards.</p> <p>Predictive Analytics: Steps involved in predictive analytics: Determine key performance indicator, analyses and report data, interpreting the results and predicting the future. Connecting HR Analytics to business benefit (case studies), Talent Management and Future Directions.</p>	22

Reference Books/ Text Books / Cases:

- * Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman
- * Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley
- * Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley
- * The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich
- * HR Analytics: The What, Why and How, by Tracey Smith
- * The New HR Analytics: Predicting the Economic Value of Your Company's Human ByJac FITZ-ENZ,

Focus: This course is focus on Skill Development aligned with CO1, CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand human resource analytics, its evolution.
- * Discuss the relevance of human resource analytics in organizational system.
- * Describe the staffing process with efficient hiring and selection methods.



- * Discuss to make the prediction and determine the key performance indicator, report data, interpreting the results and using the data as HR analytics to absorb the shocks of uncertainty.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, PO4, PS02
• C02	PO1, PS01, PO2, PS04
• C03	PO3, PS02, PO4, ,PS04
• C04	PO3, PS03, PO4, PS04

BFBE0102: MARKETING ANALYTICS

Introduction: In this course Marketing Analytics, methods have been applied to real-world business decisions. Major emphasis has been placed on developing an understanding of the data available to marketers, its uses and limitations.

Objectives: This course will introduce students to marketing analytics and will demonstrate how to practically apply these analytics to real-world business decisions. Students will develop an understanding of the data available to marketers, its uses and limitations

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Marketing Analytics Overview of analytics-based marketing, Understanding of analysis as a concept, Role of Marketing Analytics as a decision support tool in an organization; scope, objectives, importance marketing analytics, basic principles of marketing analytics, Marketing mix analytics Methods of right marketing analytics, Illustrations of international and national organizations utilizing marketing analytics rightly. Data Mining and Predictive Analytics Meaning of data and types of Data, Difference between internal and external data, Meaning of Predictive analysis and data mining, basic principles of data mining, different methods of data mining;	22
II	Role of data mining in predicting consumer behavior, product development, and advertising messaging, Slicing and dicing data, Creating marketing analytics dashboards. Consumer Decision Making and Analytics Meaning of consumer decision making. Market Segmentation using Analytics, Role of analytics in predicting consumer behavior, Consumer Perception Mapping, Assortment and demand, Bundling of Products and Services ,Customer Lifetime Value Calculation, Measure the value of segments using customer lifetime value modelling; Emerging issues in marketing Analytics: Data collection and Protection laws; Ethical use of data and analytics; Future of marketing analytics	23

Reference Books/ Text Books / Cases:

- * Hemann,C and Burbary, K. Digital marketing analytics: Making sense of consumer data in a digital world. *Que Publishing*.
- * Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie or Die. Author: Eric Siegel.
- * Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques - Book by Mike Grigsby, Kogan Page Publishers.

Focus: This course is focus on Skill Development aligned with CO1, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the concepts of marketing analytics and its role in developing the product and diffusing it into the market.*
- * *Understand the process of data cleaning, data mining, and data analysis with its use to handle the uncertainty.*
- * *Understand the meaning of consumer decision making, consumer perception mapping for any product or any brand and analytics.*
- * *Understand the method of promotion of product using different strategies like push and pull strategy.*

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, PO4, PS02
• C02	PO1, PS01, PO2, PS02
• C03	PO4, PS04, PO2, PS04
• C04	PO3, PS03, PS04

BCME0104: FINANCIAL ANALYTICS

Introduction: This course provides a broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general. This also deals with the risk management instruments used to manage the risk in equity market. It provides the extensive idea about the mutual fund investment and develops general portfolio management tools which are applicable when managing portfolios with any of all asset classes.

Objectives: To impart theoretical and practical knowledge to students about risk and return of individual security and equip them for analyzing the risk of portfolio for wealth maximization

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Financial Analytics: Meaning, Objectives, Process, Advantages and disadvantages, Implications in Business, Importance.</p> <p>Annuities and Equation of Value: Discounting and Accumulation: discrete and continuous cash flows; level annuities, deferred and increasing/decreasing annuities, equation of value and yield on transaction, probability of cash flows, higher discount, loan schedules; consumer credit: flat rate and APRs.</p> <p>Capital Budgeting Techniques and Compound Interest Problems: Introduction to financial statement, assessing financial performance, net present value, internal rate of return, payback period; projects with different lives; money and time weighed rate of return; fixed interest securities, uncertain income securities.</p>	22
II	<p>Basic Financial Calculations-Introduction: financial securities-zero coupon bond, fixed interest, index linked securities etc.; the time value of money; nominal Vs. real interest, deflationary conditions; accumulating factors, force of interest, compound interest functions.</p> <p>Arbitrage, Forward Contracts, and Term Structure of Interest: Rationale for no arbitrage assumption; forward contracts, calculating the forward price for a security with known dividend yield; hedging, fixed cash income; Discrete time and continuous time rates; continuous time spot rates and forward rates; instantaneous forward rates; theories of time; term structure of interest rates; yield curve; yields to maturity; convexity and immunization; interest rate risk</p>	23

Reference Books/ Text Books / Cases:

- * Financial Calculus, Cambridge University Press. Investment Analysis and Portfolio Management by Prasanna Chandra, Tata McGraw Hill.
- * Karatzas, L. and Shreve S.E., Methods of Mathematical Finance , Springer
- * Watsham,T.J .and Perramore. K. Quantitative Methods in Finance, International Thomson Business Press.
- * Security Analysis and Portfolio Management by Pandian Punithavathy , Himalaya Publishing House Pvt. Ltd.

- * Security Analysis and Portfolio Management by Ranganathan M. and Madhumathi R., Pearson

Focus: This course is focus on Skill Development aligned with CO1 and CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the objectives, process, advantages and disadvantages of financial analytics.
- * Identify the capital budgeting techniques and compound interest problems.
- * Comprehend models and theories of security analysis and portfolio management.
- * Recognize risk and return framework used for sound investment decision.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO4, PS02, PO2, PS04
• CO2	PO1, PS01, PO2, PS03
• CO3	PO2, PS03
• CO4	PO3, PS02, PO4, PS04

BFBE0103: SOCIO TECHNICAL ANALYTICS

Introduction: Socio-technical analytics prepares students to understand and develop solutions for problems involving systems and enterprises that are socio-technical in nature, i.e. including the human element in understanding the qualitative and quantitative process of evolving the enterprise/system. The qualitative knowledge delivered by the curriculum addresses social and governance phenomena and challenges particular to socio-technical systems. The quantitative aspect complements the program with the skills to technically analyze the evolving and uncertain nature of enterprises.

Objectives: This course will introduce students to socio cultural analytics and will demonstrate how to practically apply these analytics to real-world business decisions. Students will develop an understanding of the data available in society, its uses and limitations, and be exposed to methods for measuring performance of research efforts

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Socio-technical Analytics: Understanding analytics, Overview of socio-technical system and socio-technical analytics, role of socio-technical analytics as a decision support tool in an organization; scope, objectives of socio technical analytics, basic principles of technical analytics.</p> <p>Social Change in Modern Society Sociological theories of social change, Development and dependency, Agents of social change, Education and social change, Science, technology and social change.</p> <p>Understanding Society as a system: Understanding meaning of society, social stratification, role of social learning in management decision making, various sub-system of society, Major Social ethics affecting business decision making. CSR and the role of CSR to society as well as business.</p>	23
II	<p>Social statistics and Research methodology: Meaning of research, objectives and importance of research, difference between methods and methodology, methods of research, concept of research design, data collection methods, meaning of statistics, difference between statistics and parameter, meaning of positivism and non-positivist methodologies.</p> <p>Challenges of Social Transformation: Crisis of development: displacement, environmental problems and sustainability, Poverty, deprivation and inequalities, Violence against women, Caste conflicts, Ethnic conflicts, communalism, religious revivalism, Illiteracy and disparities in education.</p>	22

Reference Books/ Text Books / Cases:

- * Bauman, Z, and May, T. Thinking Sociologically. Malden, USA: Wiley-Blackwell.

- * Qualitative Research Methods for the Social Sciences 8th Edition by Bruce L. Berg (Author), Howard Lune (Author)
- * Mills, C.W. Sociological Imagination. New York: Oxford University Press.
- * Handbook on Resilience of Socio-Technical Systems, Edited by Matthias Ruth, the late Stefan Goessling-Reisemann, formerly University of Bremen, Germany.

Focus: This course is focus on Entrepreneurship aligned with CO1, CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Identify the role of social technical analytics in management decision making that further lead to social changes in modern society.
- * Develop an understanding of the basic principles of analytics.
- * Recognize the social stratification and CSR activities that connect people with organization.
- * Understand the role of statistics and research methodology in business decision making

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO2, PS03, PO4, PS02
• CO2	PO2, PS02
• CO3	PO2, PS04, PO1, PS01,
• CO4	PO3, PS03, PO4, PS04

BFBE0201: INTERNATIONAL BUSINESS ENVIRONMENT

Introduction: This course on international business environment would help the students in getting a fair understanding of the international business related issues by various firms.

Objectives: To enable the students learn nature, scope and structure of international business, To make students understand the influence of environmental factors on international business

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to International Business: Importance, nature and scope of International Business; Process and Modes of entry into International Business and its managerial implications; MNCs and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations;</p> <p>International Business Environment: Economic, Political, Cultural and Legal Factors affecting environments in International Business.</p> <p>Balance of Payment Account: Concept and significance of balance of payments account; Current and capital account components and accounting system; Balance of payment deficits and correction policies.</p>	22
II	<p>Global Trading and Investment Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Foreign investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and their impact on trade and investment flows.</p> <p>International Economic Institutions and Agreements: WTO and Developing Countries, IMF, World Bank, UNCTAD, International commodity trading and agreements.</p> <p>Global Human Resource Management: Selection, Development, Performance Appraisal and Compensation, Motivating employees in global context and managing groups across cultures, Multicultural management.</p> <p>Contemporary Issues in International Business: Labor and Environmental Issues. Recent development in Corporate Social Responsibility and Policy Implications</p>	23

Reference Books/ Text Books / Cases:

- * Bennet, Roger, International Business, Financial Times, Pitman Publishing, London.
- * Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi.
- * Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth.22
- * Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, Addison Wesley, Readings.
- * Hill, Charles W. L., International Business, McGraw Hill, New York.
- * K Aswathappa, International Business, McGraw Hill.
- * Cherunilam Francis, International Business PHI
- * Agarwal Raj - International Trade ,Excel
- * Jaiswal Bimal - International Business ,Himalaya Publication



Focus: This course is focus on Skill Development aligned with CO1, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Discuss international business as adopted by the companies
- * Elaborate the response which organizations give to environmental changes.
- * Estimate how international business environment responds to the various dynamics.
- * Test the various theories of international business

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO2, PS03, PO4, PS02
• CO2	PO1, PS01, PO2, PS04
• CO3	PO3, PS02, PO4, ,PS04
• CO4	PO3, PS03, PS04

BCME0401: MANAGEMENT OF INTERNATIONAL TRADE

Introduction: This course would help the students in developing the understanding of the international trade concepts and its impact on the growth of an economy.

Objective: To acquaint the students with the theoretical foundations of international trade To enable them to learn the pattern, structure and policy framework of India's foreign trade.

Credits: 04

Semester V

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Theoretical Foundations of International Trade: Reasons for international trade: Mercantilist and neo-mercantilist view; Theories of international trade: Absolute and comparative advantage theories: Modern theories of trade; Gains from trade; Foreign trade multiplier; Terms of trade.</p> <p>Direct Investment: FDI in the world economy, Cost and Benefit analysis of FDI to Host and Home Countries, Government Policy Instruments and FDI; Foreign debt situation.</p> <p>Instruments of Commercial Policy: Tariffs quotas and other measures and their effects; Arguments for and against protection; Trade regulations and WTO; Trade policy and developing countries.</p>	22
II	<p>Factor Movements and International Trade in Services: Capital flows-Types and theories of foreign investments, Barriers to foreign investments; Labor migration; Theory of international trade in services.</p> <p>Regional Economic Integration: Levels of Regional Economic Integration; Free trade area, customs union, economic union, and common market; NAFTA, EU, SAARC, ASEAN, BRICs, G-20.</p> <p>Policy Framework and Promotional Measures: India's foreign trade and investment policy; Policy making body and mechanism; Export promotion measures and infrastructure support – export and trading, houses, export promotion schemes and incentives; Institutional arrangements for export promotion.</p>	23

Reference Books/ Text Books / Cases:

- * *Economic Survey*, Govt. of India.
- * *Export-import Policy and Other Documents*, Govt. of India.
- * Hazari, R. Bharat, *Micro Economic Foundations of International Trade*, Croom Helm, London and Sydney.
- * Letiche, John M., *International Economics: Policies and Theoretical Foundations*, Academic Press, New York.
- * Mannur, H.G., *International Economics*, Vikas Publishing House, New Delhi,
- * Salvatore, D., *International Economics*, John Wiley and Sons.
- * Sodersten, BO, *International Economics*, McMillan, London.

Focus: This course is focus on Employability aligned with CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Identify and understand the theoretical foundation of international trade.
- * Remember the instruments related to commercial policy.

- * Explain the importance of regional economic integration.
- * Discuss the various factor movements in international service.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03
• C02	PO1, PS01, PO2, PS02, PS03
• C03	PO2, PS02, PO4, PS03
• C04	PO2, PS03, PO4, PS04

BCME0402: INTERNATIONAL LOGISTICS

Introduction: This course will help the students in developing understanding of the inventory management concept and various modes related to international logistics.

Objectives: To acquaint the students with the general and clear idea of international logistics system
To make the students aware of the various aspects related to its management.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Concept of International Logistics Management: Concept, evolution and development; Importance of logistics management to international business, International Logistics functions and intermediaries. Issues involved in movement of goods</p> <p>Transportation: Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out-sourcing;</p> <p>Various modes of logistics management: The general structure of shipping industry; cargo types; vessels and vessel characteristics; freight structure and practices; coordination; role of intermediaries' forwarding and clearing agents; freight brokers; stevedores and shippers agents. Containerization</p>	23
II	<p>Air transportation and its scope Air transportation, advantages, disadvantages, freight structure and operations, carrier and consignee liabilities.</p> <p>Warehousing: Warehousing and marketing strategy; Objectives and functions of warehousing; Warehouse strategies; Material handling equipment and Material mobility Warehousing evaluation and requirements.</p> <p>Inventory management-inventory categories, EOQ, LT, ICC; Inventory levels; Material planning and sourcing of procurement; Methods of cost reduction.</p>	22

Reference Books/ Text Books / Cases:

- * James F. Robbison & William C Copaciano (editors): *The Logistics Hand Book*.
- * Donald F Wood et.al : *International Logistics*
- * Douglas Lambert and James R Stock: *Strategic Logistics Management*
- * Bowersor, Donald J and David J Closs, *Logistics Management and Integrated Supply Chain Management*, Tata McGraw Hill.

Focus: This course is focus on Entrepreneurship aligned with CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the importance of inventory management for its efficient utilization.
- * Learn the various logistic mechanism for prompt supplies
- * Enhance the concept of material planning
- * Explain the methods of cost reduction, cost management.



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	P02, PS03, P04 ,PS02, PS04
• C02	P01, PS01, P02, PS03
• C03	P03, ,PS04
• C04	P03, PS03, PS04

BCME0403: INTERNATIONAL TREATIES AND CONVENTION

Introduction: This course would help the students in developing understanding of the international laws and treaties and their impact on the growth of economy.

Objectives: To acquaint the students with the theoretical foundations of international treaties and conventions
To enable them to learn the pattern, structure and policy framework at trade blocks.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Development of international law, Nature of international laws, Legality of international laws: Positive morality, Treaties as to the basis of international law, Article 253, Relationship between international law and state law, Article 51(7), Article 37 Concept of treaties: Kind of Treaties, Binding force of Treaties, PACTA SUNT SERVANDA, JUS CUGENS, Enforcement of Treaties, compliance with Treaty obligations,	22
II	Parties of treaty and convention, Formation of Treaties, Reservation invalidity and termination of Treaty, Laws of Treaties and convention: Vienna convention on law of Treaties, interpretation of Treaties, Dispute settlement for breach of Treaties, Policy framework for FDI in India, Policy on counter trade agreement, Indian joint ventures, Indian double tax avoidance, Agreement comprehensive economic co-operation agreement, Economic co-operation and integration between countries, Integration between countries, NAFTA, ASEAN, SAARC, SAPTA, NAFTA	23

Reference Books / Text Books / Cases:

- * By Andrew T. Guzman: *How international Law works: A rational choice theory*
- * Czinkota, Michael R., et. al., *International Business*, the Dryden Press, Fortworth.22
- * Danoes, John D. and Radebaugh, Lee H., *International Business: Environment and Operations*, Addison Wesley, Readings.
- * Hill, Charles W. L., *International Business*, McGraw Hill, New York.
- * *Economic Survey*, Govt. of India.
- * *Export-import Policy and Other Documents*, Govt. of India.
- * Hazari, R. Bharat, *Micro Economic Foundations of International Trade*, Croom Helm, London and Sydney.
- * Letiche, John M., *International Economics: Policies and Theoretical Foundations*, Academic Press, New York.
- * Mannur, H.G., *International Economics*, Vikas Publishing House, New Delhi,
- * Salvatore, D., *International Economics*, John Wiley and Sons.
- * Sodersten, BO, *International Economics*, McMillan, London.

Focus: This course is focus on Entrepreneurship aligned with CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the theoretical foundation of international treaties
- * Identify the role played by international conventions

- * *Comprehend the laws of treaties and conventions*
- * *Learn the importance of the grievance handling mechanism.*

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, PO2, PS04
• C02	PO1, PS01, PO2, PS04
• C03	PO2, PS01, , PO4, PS03
• C04	PO1, PS03, PO4, PS04

BFBE0301: MANAGING SMALL & FAMILY BUSINESS

Introduction: This subject exposes students to the objectives, challenges, and requirements for effectively managing the small to mid-sized business.

Objectives: To enable the students to take key decisions required of the entrepreneur/manager, the driving forces of the small/family business

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Small & Family Business: Entrepreneurship and Small Business, Role and importance of small business; forms of organisation for small business. The nature, importance, and uniqueness of family business, The family's relationship with the business: developing a strategic vision & building teamwork, Professional Management of the Family Firm Getting Started: Type of startup ideas, Using innovative thinking to generate business idea, internal and external analysis to identify business ideas, Setting up a SSI; formalities of launching a new venture	23
II	Human resource management and leadership perspective, the role of balanced board of directors, Cousin companies: family governance in multigenerational family firms Succession Planning: Managing succession: the leadership challenge, Model of Succession in Family Business, Building financial security and relinquishing control, Wealth management: family offices and philanthropy, Ingredients for responsible leadership; Family relations, Marketing research for the new venture	22

Reference Books/ Text Books / Cases:

- * Arora, R. and Sood, S.K. Fundamentals of Entrepreneurship and Small Business Management. Ludhiana: Kalyani Publishers.
- * Desai, V. Small-Scale Industries and Entrepreneurship. Mumbai: Himalayan Publishing House
- * Jain, R. Governance of Family Firms. New Delhi: Macmillan India Ltd.
- * Ramachandaran, K. Managing a New Business Successfully, New Delhi: Global Business Press.

Case Study:

- * Surendra Kumar Agarwal: Long Way from Brass Utensils to Construction Industry, Entrepreneurial Development by S.S.Khanka, S.Chand & Co. Ltd., New Delhi, Reprint Edition-2010. (Part-VI/Case Studies) Case No.5, Page No.375

Focus: This course is focus on Skill Development aligned with CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Develop a business strategy that leverages the unique aspects of the business,
- * Understand the opportunity it is pursuing and the businesses position in the market.
- * Design a business plan and model that supports the strategy as envisaged by the entrepreneur
- * Understanding and identifying the issues associated with succession planning, and develop plans to address them.



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	P02, PS03, P04, PS02
• C02	P01, PS01, P02, PS04
• C03	P02, PS03, P02, PS04
• C04	P03, PS02, P04, PS04

BFBE0302: PROJECT PLANNING & MANAGEMENT

Introduction: This course examines project management roles and environments, project life cycle and various techniques of work planning and control and evaluation to achieve project objectives.

Objectives: To enable the students gain insights into the various aspects of project related concepts as well as how to go about its planning and management

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: meaning and characteristics of project, meaning, characteristics, scope, need and importance of project management, phases of project life cycle, sources of project financing, code of ethics of project management profession Project planning: Identification of investment opportunity, project screening, pre feasibility project	22
II	Feasibility analysis: Financial appraisal, Technological appraisal, socio cost benefit appraisal, market appraisal Risk analysis and management, detailed project report, human aspects in project, project organization, project direction, project coordination and project control, new trends in project management	23

Reference Books/ Text Books / Cases:

- * Nagarajan, K. Project Management. New Delhi: New Age International Publications.
- * Rao, P. C. K. Project Management and Control. New Delhi: Sultan Chand and Sons.
- * Chandra, P. Projects: Planning, Analysis, Financing, Implementation and Review. New Delhi: Tata McGraw Hill Education
- * Choudhury, S. Project Management. New Delhi: Tata Mc Graw Hill Publishing Company

Cases:

- * Suitable case from Nagarajan K., *Project Management*, New Age International Publications

Focus: This course is focus on Skill Development aligned with CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Familiarize themselves with the various aspects of Projects
- * Understand the issues relating to preparing, appraisal, and monitoring projects
- * Recognize the development of the skills using simple project management tools
- * Understand immediate application to the background and needs of a project

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, PO4, PS02, PS04
• C02	PO1, PS01, PO2, PS04



• C03	PO1, PS02, PO4, PS03,
• C04	PO2, PS03, OS04

BFBE0303: e-BUSINESS

Introduction: This subject focuses on key issues related to e-business such as online aspect of it, CRM, SCM and data warehousing as well as security part of it

Objectives: To enable students gain insights into current and emerging technologies and other concepts related to e-business which are redefining the businesses.

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Basics of E-Business: Introduction, Concept, Nature and Scope of E – Business, Evolution of E-Business, E-commerce business practices v/s traditional business practices, Principles of E-Business, E-Business Infrastructure, E- Business Models, Advantages and Disadvantages, Reasons for going online business, E-Business and its Solutions, e –business and e-commerce comparison.</p> <p>Online Business with technology: Business Operation, Concepts of b2b, b2c, c2c, b2g, g2c etc., Management issues relating to E-commerce.</p>	23
II	<p>Internet Security: E- Contract, Digital signatures and Legal Affairs, Securities in E- Payment system. Cyber securities: Introduction, Types and Cyber threats, cyber safety tips.</p> <p>CRM, SCM & Data Warehousing: Introduction to CRM, Role of CRM, Importance of CRM, E-business to improve supply chain, SCM & e-business, e-logistics, Data Warehousing for e-business, Introduction to Data Warehousing, Data Mining, Major requirements in E-Business; Emerging trends and technologies in E-Business. E-Business Plan Development.</p>	22

Reference Books/ Text Books / Cases:

- * Diwan, P. & Sharma, S. E-commerce-A Manager's Guide to e- Business. New Delhi: Excel Books.
- * Joseph, P. T. E-Commerce-A Managerial Perspective. New Delhi: Prentice Hall of India.
- * Kalakota, R. &Whinston A. B. Frontiers of Electronic Commerce. New Delhi: Pearson Education.
- * Laudon K. C. &Traver, C. G. E-Commerce: Business, Technology, Society. New Delhi: Pearson Education

Case Study:

- * Case Study on Walmart.com—eCommerce-Guide.com at <http://www.ecommerceguide.com/news/trends/article.php/1501651>

Focus: This course is focus on Skill Development aligned with CO1, CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts and functions of e-business
- * Get acquainted with the security features of online business
- * Comprehend how online business is reshaping the business scenario.
- * Learn about CRM, SCM and data warehousing.



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	P02, PS03, PS04
• C02	P01, PS01, P03, PS02, PS03
• C03	P02, PS01, P04, PS02, PS04
• C04	P03, PS02, P04, PS04

BFBE0304: MODERN OFFICE MANAGEMENT

Introduction: This course in modern office management will give insights to the students so as to make them understand the concept underlying this subject.

Objectives: To enable the students to develop a broad view on various concepts related to modern office management and how it defines the organizations of today

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Modern Office and Office Accommodation: Meaning & Definitions of office and office management; Elements, Importance & Functions of office management; Qualities, Duties and Responsibilities of Office Manager; Meaning & Principles of office Accommodation; Location of Office; Meaning, Objectives, Principles of office Layout.</p> <p>Office Systems and Procedures: Meaning & Definition of System and Procedure; Objectives, Importance, Advantages & Limitations of Office System.</p>	22
II	<p>Planning Office System; Meaning, Problems and Principles of System Integration; Meaning, Problems and Analysis of Flow of Work.</p> <p>Records Management and Correspondence: Meaning and Definition, Principles, Process of Record Management; Meaning, Characteristics, Classification & Methods of Filing System; Meaning, Types & Steps of Indexing; Modern trends in Record Making. Meaning and Types of correspondence; Handling and Disposal of Mail.</p>	23

Reference Books/ Text Books / Cases:

- * Chopra, R. K. & Chopra, A. Office Management. New Delhi: Himalaya Publishing House.
- * Arora, S. P. Office Organization and Management. New Delhi: Vikas Publishing House .
- * Nair, R.K. & Banerjee, A. K. Office Management. Meerut: Pragati Prakashan.

Case Study:

- * "Left or right", Rao.V.S.P., *Management Text and Cases*, Excel Books

Focus: This course is focus on Skill Development aligned with CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Classify the nature and role of modern office management in an organization.
- * Understand the functioning of modern office.
- * Explaining and gaining knowledge on the management of Modern Offices.
- * Understand the modern office systems and procedures.



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	P02, PS03, P04, PS02, PS04
• C02	P01, PS01, P02, PS04
• C03	P01, PS02, P04, ,PS03
• C04	P01, PS03, P03, PS04

BFBE0401: LOGISTICS MANAGEMENT

Introduction: This course examines the emerging practices that define supply chain management. Logistics is concerned with the efficient integration of suppliers, factories, warehouses and stores so that merchandise is produced and distributed: In the right way.

Objectives: To help the students, understand the framework and fundamentals of Logistic Management especially logistics related activities as the foundation for building and sustaining high performance and effectiveness in the organization.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to logistics Management: Concepts, objectives and scope of logistics, Elements and importance of logistics, Significance of logistics, Meaning and objectives and importance of logistics in an Indian economy, The Total distribution concepts, Integrated Logistics, Role of IT in warehousing & Physical Distribution, Cost associated With Logistics, Logistics in International Trade, Logistics& Communication in Physical distribution.</p> <p>Dimensions of Logistics Management: The Macro perspective and the macro dimension, Logistic system analysis strategy, Importance of Customer service in logistics,</p>	23
II	<p>Types of Logistics- Land, Sea and Air, Transportation Service, Economics and Pricing, Outsourcing Logistics: Reason, Third party Logistics (3PL) and fourth party logistics (4PL); Reverse logistics, Emerging concepts in logistics; Logistics 4.0</p> <p>National and International Logistics Management: Characteristics of Indian supply chains Meaning and objectives, relevance, and importance of logistics in global economy, Characteristics of global supply chains, Global Supply Chain Integration, Supply Chain Security, Role of Government in controlling international trade and its impact on Logistics and Supply Chain. E-Supply Chains management, Selection of logistic Partners; One Case study on contemporary logistics management</p>	22

Reference Books/ Text Books / Cases

- * John Gattorna, Handbook of Logistics and Distribution Management
- * Levi, S. D. et al. Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies. Tata McGraw-Hill.
- * P. Fawcett, R. McLeish and I Ogden. Logistics Management
- * Christopher, M. Logistics & Supply Chain Management: Strategies for Reducing Cost & Improving Service. Pearson, India.

Focus: This course is focus on Skill Development aligned with C01, C03 and C04.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the general concepts of customer service applications of logistics information systems.
- * Learn the logistics role in the economy and the organization.
- * Comprehend the basic frame work of Logistics system and its significance in achieving firm's objectives.
- * Understanding real business life issues related to International Ports systems and various problems during practical implementation.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO1, PS03, PO4, PS02
• C02	PO1, PS01, PO3, PS02
• C03	PO1, PS02, PO2, PS04
• C04	PO2, PS03, PO4, PS04

BFBE0402: RECENT TRENDS IN E-COMMERCE

Introduction: The subject recent trends in Electronic Commerce posit the general awareness and related aspects and current trends of Electronic Commerce.

Objectives: To enable the students in terms of appearing for competitive exams whereby they understand how to become tech. savvy to face the new challenges emerging in the market

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>E-Commerce: Introduction of Electronic Commerce, Definition, Advantages & Limitations. Evolution of Information Age, Information Strategy & Challenge. Applications of E-Commerce, Levels of E-Commerce. Evolution of Internet: Internet Governance; Internet Protocol, Concept of data and information – differences.</p> <p>Security: Security Threats; Network Security; Data & Transaction Security World Wide Web (WWW), Conceptual Framework of E-Commerce, General Model of Business, Electronic Means of doing Business, Forces Effecting E-Commerce, E-Commerce on Private Network,</p>	22
II	<p>Types of E-Commerce: Inter Organization (B2B) E-Commerce, Intra- Organisational E-Commerce, Business to Consumer (B2C) E-Commerce.</p> <p>EDI: Nature, Benefits of E.D.I, Demerits of E.D.I. Introduction to legal and Security Issues in E-Commerce. Legal issues: Laws for E-Commerce, Issues of Trademarks & Domain Names. Overview of Electronic Payment Technology. E-commerce in India: The Internet in India, Barriers to Growth of E-Commerce in India.</p>	23

Reference Books/ Text Books / Cases

- * Agarwala & Agarwala , E-Commerce.
- * Bajaj & Nag, E-Business (TMH: New Delhi).
- * Gary P.Schneider. Electronic Commerce. Cengage Learning, Boston.
- * Turban, King & Lang. Introduction to Electronic Commerce. Pearson Prentice Hall.

Focus: This course is focus on Skill Development aligned with CO1 and CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the concept of executing business through e-commerce and its contemporary necessity.
- * Understand the application of Electronic commerce in the field of business management to make business global.
- * Explore different kind of hurdles in the way to follow the electronic distribution of product.
- * Remembering the various types of E-commerce and their importance in business.



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, PO4, PS02, PS04
• C02	PO1, PS01, PO2, PS04
• C03	PO1, PS02, PS03
• C04	PO2, PS03, PO4, PS04



BFBE0403: STORE KEEPING AND WAREHOUSING

Introduction: This course provides a detailed description of storekeeping & warehousing related concept. It is the key part of supply chain. This course introduces students to the basic principles of warehousing and stores management and provides them insight how to control the movement of materials with in the warehouses.

Objectives: To familiarize with the concept of warehousing and stores management and to provide adequate knowledge to minimize storage costs of materials

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Store Keeping: Meaning and importance of store keeping; components of store keeping, Areas where store keeping is required, Roles, attributes and qualification of a store keeper: Functions and challenges associated with a Store Keeper.</p> <p>Meaning of warehousing: Introduction, Objectives, Meaning of a Warehouse, Need for warehousing management, Evolution of warehousing, Role of a warehouse manager, Functions of Warehouses, Types of Warehouses, Warehousing Cost, Warehousing Strategies. Practical case studies followed in warehousing industry.</p> <p>Merchandise Management System: Introduction, Objectives, Meaning of Merchandise Management System, Organisation Structure in Merchandise Management,</p>	22
II	<p>Strategic Aspects of Warehousing: Introduction, Objectives, Different Types of Customers in Warehousing, Importance of Warehouse in a Value Chain.</p> <p>Strategic Retail Product and its Procurement: Introduction, Objectives, Retail Product, Product Assortment Management, Assortment management framework procedure related with retail and warehouses products.</p> <p>Inventory and Statistics: Introduction, Objectives, Inventory Cost and Service, Lead Time, Demand Forecasting, Management of Stock Levels, Replenishment Methods. Numerical Problems related with the different form of organizational inventory and statistics.</p> <p>Inventory Control: Introduction, Objectives, Concept of Inventory Control, Impact of Stock Inaccuracy, Frequent Stock Checking, Security and Preventing Loss mechanism adopted by inventory units.</p> <p>Technology Aids in Retail warehouse Management: Introduction, Objectives, Bar Code Scanners, Wireless LAN, Mobile Computers, Radio Frequency Identification (RFID). Modern adopted tools and techniques for the purpose of retail warehouses.</p>	23

Reference Books/ Text Books / Cases

* Gopalakrishnan P.-Purchasing and Materials management – Tata McGraw Hill.

- * Purchasing and supply chain management. By Robert Monczka, Robert Trent and Robert Handfield. South-Western.
- * Supply Chain Management: Strategy, Planning and Operation. By Sunil Chopra and Peter Meindl. Prentice-Hall, Inc.
- * Production & Operations Management – S.N. Chary, TMH

Focus: This course is focus on Skill Development aligned with CO1 and CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Define the concept and significance of storekeeping and warehousing.
- * How students can ensure a smooth issue of materials to the issue department and accurate accounting of the materials receiver and issued?
- * Students can ensure a favorable working atmosphere is maintained for the personnel working in the store and ensure proper safety measures are taken for the safety of the store building, materials in the store and the men working in the store.
- * Students can ensure that the store is always maintained up to date in all respects in a presentable condition and minimize the cost of storekeeping and warehousing to improve the overall efficiency of the operation.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO2, PS03, PO2, PS04
• CO2	PO1, PS01, PO2, PS04
• CO3	PO2, PS02, PO4 ,PS03, PS04
• CO4	PO1, PS03, PO4, PS04

BFBE0404: PURCHASING AND INVENTORY MANAGEMENT

Introduction: The course attempts to explain the importance of maintaining a systematic and well organized infrastructure and orderly inventory systems

Objective: Through this course the students will be able to understand and apply the modern practices of purchasing and inventory control

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Purchasing Management: Purchasing functions and purchasing systems, ABC analysis and VED analysis in purchasing, make or buy decision, selection of sources and vendor rating, materials budget, organization for buying, lead time analysis, buffer stock, materials requirement planning for organization. Functions and objectives of Inventory, Inventory control, ABC system,	22
II	Material requirement planning, Enterprise resource planning, Stock valuation and verification techniques, Process of stock verification. Introduction to Inventory Management, Store management, Purchasing Strategies-Negotiation skills, Disposal of obsolete and scrap items, Categorization and reasons of Obsolete/surplus, Spare parts Management- Salient Features of Spare; Inventory Control of Spares; Categorization of Spares Relevance of Maintenance and Maintenance Costs.	23

Reference Books/ Text Books / Cases/Articles :

- * Gopalakrishnan P.- *Purchasing and Materials Management* - Tata McGraw Hill - 23rd Edition
- * Buffa, E. S., & Sarin, R. K. *Modern Production / Operations Management*. New Delhi: Willey India.
- * Gupta, C. B. *Operations Management and Control*. New Delhi: Sultan Chand & Sons.

Focus: This course is focus on Skill Development aligned with CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Illustrate warehousing management, its modern techniques, and purpose of warehouse management system.
- * Understanding the basic concepts of Purchasing and Materials Management on different setups.
- * Outline the skills necessary to procure the safety stocks.
- * Understanding various types of Stock Management and their importance in business.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs



• C01	P02, PS03, P04, PS02
• C02	P01, PS01, P02, PS02, PS03
• C03	P03, PS02, P04, PS04
• C04	P02, PS03, P04, PS04

BFBC0805: BUSINESS WISDOM-V

Introduction: This subject of Practical on Business Wisdom V would be in continuation to the knowledge gained by students during the first four semesters of the course.

Objective: To enable the students to gain insights into the role played by various agencies such as govt. and bank in running a successful business.

Credits: 02

Semester V

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Banking-related knowledge – Day-to-day operations of bank such as opening and closing of account, cash deposits, funds transfer, issuing of a cheque book, demand draft, applying for a facility and other related provisions</p> <p>Taking business to the next level - To expand one's business, that is, from local to regional then to national and finally international levels. Role of foreign exchange in the internationalization of a business</p> <p>Technical aspects related to business – how to become web-developers so as to develop a website for one's business, how to create blogs for business and use various online platforms for promotion of business</p> <p>Role played by the government with regard to functioning of a business</p> <p>Case studies on various business houses (especially related to CSR) – both international and national and lessons to be learnt from them</p> <p>Learning by doing- role plays on business counseling, negotiation and conflict management and training-related issues</p> <p>Loans – types, procedure for approval and payment as applicable for a businessperson and the implications of the same in the overall scheme of things</p>	22
II	<p>Institutions in India to support/supervise business – various agencies and organizations which provide assistance in the start/continuance of a business as well as keep an eye on their functioning such as FICCI, SIDBI, IRDA, FII, SEBI, etc.</p> <p>A brief understanding on the various legal aspects related to running a business and how they should be dealt with</p> <p>Videos- of inspirational business stories and international best business practices (such as Toyota, Honda, Sony, Hyundai, etc.)</p> <p>Insurance and risk management – how businesses could minimize their risk by getting themselves insured and the various provisions related to the same</p> <p>Public speaking- on industrial visits, fair visits, events attended, meetings attended, guest lecture attended, etc.</p> <p>Industrial relations- with special reference to factories act, compensation act and trade union act. Procedure to get quality certifications and training related to it.</p> <p>Common international customs- as practiced in the popular</p>	23



	countries and how knowing them is beneficial for business Inter-class discussions- with other classes of the same course on various issues related to business	
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Reference Books/ Text Books / Cases:

- * Maheshwari, S.N. and Maheshwari, S.K., Banking Law and Practice, Kalyani Publishers, New Delhi.
- * Varshney, P. N. Banking Law and Practice. New Delhi: Sultan Chand and Sons
- * Desai, Vasant. Small-Scale Industries and Entrepreneurship. Himalaya Publishing House, Delhi.
- * Sinha, P.R.N. et al Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education.
- * Carell, Negotiating Essentials: Theory, Skills and Practices. Pearson Education
- * Relevant case studies.

Focus: This course is focus on Employability aligned with CO1 and CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * *Comprehend the nuances of the businessperson within and how to enhance them*
- * *Be acquainted with various international customs commonly found*
- * *Understand the role of various players (banks, government agencies) associated with the business scenario*
- * *Understand the significance of various factors which help in the making of a successful businessperson.*

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO2, PS03, PO4, PS02, PS04
• CO2	PO1, PS03, PO3, PS04
• CO3	PO2, PS02, PS04
• CO4	PO1, PS01, PO2, PS03

BFBC0806: PRACTICAL ON MANAGERIAL APTITUDE-I

Introduction: This subject of Managerial Aptitude-I focus on verbal ability, reading comprehension, general awareness and related aspects.

Objective: To enable the students in terms of appearing for competitive exams whereby they understand how to use better vocabulary words and have awareness about general aspects.

Credits: 02

Semester V

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Newspaper/magazine Analysis- Discussions on various latest news & research articles for developing viewpoint of student</p> <p>Public Speaking Skills- Vocabulary enrichment, word usage, synonyms-antonyms, idioms, phrases, Reading Comprehension</p> <p>Discussion- Discussion on the emerging and famous topic related to field of technology and innovations offered in business field</p> <p>Role Plays- Engaging the students in performing role plays on the current situations</p> <p>Regular discussions on- Current Affairs, Economics news, Current Affairs, Finance, History, Corporate News, on industrial visits, fair visits, events attended, meetings attended, guest lecture attended, etc.</p> <p>English Usage Improvement- One Word Substitution, Para Jumbles, Correct spelling, Sentence correction</p>	22
II	<p>Conduct classroom activities such as Quiz on- Brand Punchlines, International Organisations, World Records</p> <p>Personality Grooming- Introductory sessions based on various personality traits</p> <p>Students engagement by conducting Presentations- Individual classroom presentation on concurrent topics</p> <p>Dialogue-building exercises- Dialogue process on host of issues with an eye on competitive exams</p> <p>Data Interpretation- Tables, Logical and critical reasoning, Graphs, Pie charts etc.</p> <p>Organizing extempore on- Entertainment, Social Issues, Politics, Geography, Science, Books and Authors, Sports Current affairs-international, national, sports, economics, society, politics, trade, business, famous personalities, environment, etc</p>	23

Reference Books/ Text Books / Cases:

- * R. Gupta, Management Aptitude Test Entrance Exam Guide
- * Patodi, B, Choudhary, A, Verbal Ability & Comprehension for CAT/ XAT/ IIFT/ CMAT/ MAT/ Bank PO/ SSC New Delhi, Disha Publication
- * Saxena, V, Bhatia, V, Crack WAT/GD/PI for MBA Admissions (Must for CAT/ XAT/ IIFT/ FMS/ SNAP/ NMAT/ CMAT Aspirants), New Delhi, Disha Publication

Focus: This course is focus on Skill Development aligned with CO1, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand various situations in a comprehensive manner with the help of public speaking and role play.
- * Practice effective and persuasive communication skills
- * Understand the issues which are the characteristics of today's business scenario in the country
- * Understand the process of representing and analysing the data with the help of framing the tables on charts.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO1, PS01, PO2, PS03
• CO2	PO2, PS03, PO4, PS02, PO3, PS04
• CO3	PO3, PS02, PO4, PS04
• CO4	PO3, PS02, PO4, PS04



BBAC0014: CORPORATE STRATEGIC MANAGEMENT

Introduction: This course is to develop the perspectives of the management among students of total enterprise from the point of view of top management.

Objective: To enable the students to gain insights into the structure and strategy which go in the making of an organization and how do the various analyses function

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Concepts of Strategic Planning & Management: Conceptual Framework for Strategic Management - Concept of Strategy, Importance of Strategy, Levels of Strategy, Modes of Strategy Making.</p> <p>Strategic Planning and Management: Process, Importance, 7-S Framework and its Importance in Strategic Planning and Management, Strategic Planning for Multinationals, Small Business, Non-profit Organizations and Public Sector.</p> <p>Various Analyses Related to Strategic Management: Environmental Analysis: Dynamics of Environment, Need of Environment Scanning, Characteristics of Environment, Environmental Factors.</p> <p>Competitive Analysis: EFAs, Porter's Five-forces Model</p>	22
II	<p>Strategy Formulation, Choice, Implementation & Control: Strategy Formulation: Corporate Strategy, Business Strategy, Functional Strategy</p> <p>Choice of Strategy: Concept, Choice Process, Corporate Portfolio Analysis</p> <p>Strategy Implementation: Structural Implementation, Functional implementation, Behavioral Implementation, Organizational Change and Innovation.</p> <p>Strategic Evaluation and Control Techniques</p>	23

Reference Books/ Text Books / Cases:

- * Cherunilam, F. Business Policy and Strategic Management. New Delhi: Himalaya Publishing House.
- * Ghosh, P. K. Strategic Planning and Management. New Delhi: Sultan Chand & Sons.
- * Hunger, J. D. and Wheelen T. L. Strategic Management and Business Policy. New Delhi: Pearson Education.
- * Kazmi, A. Strategic Management and Business Policy. New Delhi: Tata McGraw Hill.
- * Prasad, L. M. Business Policy: Strategic Management. New Delhi: Sultan Chand & Sons.

Focus: This course is focus on Skill Development aligned with CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand about the dynamism of environment in which business is conducted
- * Understand the various forces which shape the course of action for any business vis-à-vis its outlook
- * Understand how strategies play role of reducing uncertainties in business

* Understand the various aspects related to strategy formulation and its implementation

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, ,PO3, PS04
• C02	PO1, PS01, PO3, PS02
• C03	PO2, PS03, PO4, PS02
• C04	PO2, PO3, PS01, PO4, PS04

BBAE0105: NEGOTIATION & COUNSELING

Introduction: This course is designed to help the student understand the skills and attributes required to conduct counseling by practicing and improving their listening skills

Objectives: To enable the students with an insight on understanding the principles of negotiation and the key aspects of successful mediation along with role of counseling in crisis mediation.

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Negotiation: Meaning, Nature, Process and types of Negotiation, Strategy and planning for negotiation, Agenda setting, Bargaining, ZOPA, Expectations & Concessions, Compromise, Collaboration & Multi-tasking, Seven pillars of negotiation. Communication and Negotiation: Economical and Socio-Psychological dimensions of negotiation, Contextual nature of negotiation,	23
II	Role of communication in negotiation, Qualities & Skills of effective negotiation, Interpersonal negotiation. Counseling: Meaning, Nature, Goals and Process of Counseling, Approaches to counseling, Importance of counseling, Variables affecting the counseling process, Evaluation of counseling, Modern trends in Counseling process.	22

Reference Books/ Text Books / Cases:

- * Cohen, S. Negotiation Skills for Managers. New Delhi: Tata Mc Graw Hill.
- * Rao, S. L. Negotiation Made Simple. New Delhi: Excel Books.
- * Rao, S. N. Counseling and Guidance. New Delhi: Tata Mc Graw Hill.
- * Singh, K. Counselling Skills for Managers. New Delhi: PHI

Case Study:

- * Role Negotiation at Bokaro Steel Plant (Understanding Organizational Behaviour. By Uday Pareek, Oxford, Second Edition Page 410-415)

Focus: This course is focus on Entrepreneurship aligned with CO1, CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Recognize the meaning and necessity of negotiation in the organisation.
- * Understand different stages, approaches and styles of negotiations.
- * Recognize the role of communication in negotiation.
- * Understand the nature, process and importance of counseling.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO2, PS03, PO3, PS02, PS04



• C02	P01, PS01, PS03
• C03	P01, PS02, P04, PS04
• C04	P02, PS02, P03, PS03, P04, PS04

BBAE 0106: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Introduction: This subject enables the students to give more emphasis on broader HR issues by experiencing, verbalizing, and writing thoughtfully about different cultures and human resource issues

Objectives: To enable students with regard to gaining insights into how international human resource management has played a crucial role in the overall scheme of things for an organization

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Introduction to IHRM Definition, Approaches to IHRM, Difference between IHRM and Domestic HRM. Traditional and modern perspectives in HRM; Themes in HRM; Contemporary global trends in International- HRM, IHRM trends-Complexities, challenges, and choices in future.</p> <p>Recruitment, Selection and staffing in International context: International Managers- parent country nationals, third country nationals, host country nationals, Selection strategies for overseas assignments, International transfers;</p>	22
II	<p>Expatriate Management- Problems of repatriation of overseas expatriates and strategies to tackle these problems. Recruitment methods using head-hunters, e-recruitment, international staffing issues.</p> <p>Performance Management: performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management,</p> <p>Training and development in international context: training & development of international staff, types of expatriate training, HCN training.</p> <p>International Compensation: Forms of compensation, Approaches to international compensation.</p>	23

Reference Books/ Text Books / Cases:

- * Aswathappa, K. International Human Resource Management. New Delhi: Tata McGrawHill.
- * Gupta, S. C. International Human Resource Management. New Delhi: Macmillan Publishing.
- * Rao, P. L. International Human Resource Management. New Delhi: Excel Books.
- * Rao, P. S. International Human Resource Management. Mumbai: Himalaya Publishers.
- * Tayeb, M. H. International Human Resource Management. New Delhi: Oxford University Press.

Case Study:

- * Conflicting expectations: where pay and performance collide Page no. 299, IHRM: managing people in a multinational context- Peter J. Dowling, Denise E Welch

Focus: This course is focus on Skill Development aligned with CO1, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the Concept and trends of IHRM and appreciate how and why it has become so critical.
- * Describe the significance of IHRM with regard to competitiveness.



- * Define issues that impact recruitment, selection and staffing in international context.
- * Understand the future challenges related to IHRM.
- * Highlighting the core concepts of Human Resource Management in International context.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, PO4, PS02
• C02	PO1, PS01, PO2, PS02, PS04
• C03	PO1, PS01, PO3, PS04
• C04	PO1, PS03, PO4, PS04

BBAE 0107: LEADERSHIP SKILLS & CHANGE MANAGEMENT

Introduction: This course will focus on individual, team, and organizational leadership and will provide learners with the foundation for examining and developing their own individual leadership style.

Objectives: To enable the students gain insights into the various skills with regard to the phenomenon of leadership and change management.

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Leadership: Definition, Importance of Leadership, Role of Leader, How is leadership differentiated from Management? Theories of Leadership: Contingency & Situational theories of leadership, Leadership Model, Leadership Competencies. Managing Change: The nature of organizational change, How change emerges in organizations, Strategies of change and its communication,	22
II	Enablers and obstacles to change, Successful processes of organizational change, Change implementation and its performance. Leading people to Change: Social identity of organizational system: how to investigate it, Individual dimensions of the change process Individual reaction to the change process, Groups dynamics in changing, Learning process, change , monitoring, A changing future – preparing for progressive and continual change, Innovation and trends for the future.	23

Reference Books/ Text Books / Cases:

- * Haldar, U. K. Leadership and Teambuilding. New Delhi: Oxford University.
- * Heighes, R. L. Leadership: Enhancing the Lessons of Empowering. New Delhi: Tata McGraw Hill.
- * Swailes, S. Organizational Chang. New Delhi: Prentice Hall International

Case Study:

- * Experience at GlaxoSmithKline (GSK) – McCalman James, Paton A. Robert, Change Management – A guide to effective implementation, New Delhi: Sage Publications

Focus: This course is focus on Employability aligned with CO1 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the concept of leadership in an organizational context
- * Understand the concept and different approaches to manage change in an organization.
- * Understand the concept and different theories of leadership and summarizing its importance for effective management.
- * Identifying the different roles of change agent and understand the threats.



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	P02, PS03, P04, PS02, PS04
• C02	P01, PS01, P03, PS04
• C03	P01, PS02, P03, PS04
• C04	P01, P02, PS03 ,PS04

BBAE 0108: LABOUR LAWS

Introduction: The course aims to provide rather, it attempts to give the student a strong, critical grasp on some of the important issues which arise in the area.

Objectives: To enable the students with a solid grounding in labour law so that they have an idea as to how the various laws are implemented in the Indian context for the labor force.

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to labour Legislation: Labour Laws- Concept, Origin, Objectives and Classification, Philosophy of Labour Laws, Labour Policy, Emerging Issues and Future Trends.</p> <p>The Factories Act, 1948- Scope definition, approval of licensing and registration of factories, the inspection staff- Powers of Inspectors, certifying surgeons, healthy, safety and welfare provisions, working hours of adults, employment of women and young persons, annual leave with wages, penalties and procedure.</p> <p>Wages and Labour Laws: The payment of Wages act, 1936- Application of the act, rules for the payment of Wages, Deductions from Wages, maintenance of registers and records, Inspectors, Appeal.</p> <p>The Minimum Wages act, 1948- Object, fixation and revision of wages, advisory board and central advisory board, safeguards in payment of minimum wages.</p>	22
II	<p>Labour Welfare and Social Security: An overview of Employee State Insurance Act 1948 for The workmen' compensation Act, 1923- Defences available to employers before passing the act, scope and coverage of the act, rules regarding workmen's compensation, Amount of compensation, Distribution of compensation.</p> <p>Industrial Relations Law: The Trade union act, 1926- Trade unions, registration of trade unions, cancellation of registration and appeal, Rights and privileges of registered Trade union, Amalgamation and Dissolution of trade union, regulations and penalties</p> <p>The Industrial Dispute act, 1947- Object, what is an Industrial Dispute, Strikes and Lock-out- Prohibition of strikes and lockouts, lockout in public utility services, strike and lockout in industrial establishments, illegal strikes and lockouts, Lay-off, retrenchment. Brief introduction of Conciliation Machinery, Adjudication Machinery and Voluntary reference of Disputes to Arbitration, Employee Provident Fund Act 1952.</p>	23

Reference Books/ Text Books / Cases:

- * Goswami, V. G. Labour and Industrial Law. Allahabad: Central Law Agency.
- * Kapoor, N. D. Elements of Merchantile Law. New Delhi: Sultan Chand & Sons.
- * Saiyed, I. A. Labour Laws. Mumbai: Himalaya Publication House.
- * Srivastava, S. C. Industrial Relations and Labour Law. Noida: Vikas Publishing House

- * Taxmann. Labour Law. New Delhi: Taxmann Publications Limited.

Case Study:

- * MGK union vs Balkrishnan- Saiyed, I. A, Labour Laws, Himalaya Publishing House

Focus: This course is focus on Entrepreneurship aligned with CO1, CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Outline the legal framework within which Indian labour law operates.
- * Understand concepts such as industrial relations, employment practice, Labour conditions and social welfare.
- * Discuss the importance of ensuring the health, safety and welfare of the workmen.
- * Describe the Industrial and Labour system of the country.
- * Explain the importance of legal institutions and their application.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO2, PS03, PO4 ,PS02
• CO2	PO1, PS01, PO2, PS03
• CO3	PO1, PS02 ,PO4 , ,PS04
• CO4	PO3, PS03, PO2, PS04

BBAE0205: MARKETING OF SERVICES

Introduction: *Services add more economic value than any other means, in developed countries. This course intends to explain the various concepts related to the marketing of services*

Objectives: *To enable students gain insights into the field of marketing of services and how it has come essential in the overall scheme of things for a business organization*

Credits: 04**Semester VI****L-T-P : 4-0-0**

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Services Marketing: Definition, Concept & Characteristics of Services, Difference between goods & Service Marketing. Classification of services. Importance of Services Marketing. Extended Service Marketing Mix: Service Products, Pricing Decisions of Services, Service Promotion, Place(distribution) in services, People & Internal marketing in services, Processes, Managing Physical Evidences in services. Challenges & issues in services marketing, Service Blueprint	23
II	Service Marketing Strategies: Segmentation, Targeting, positioning. Understanding customer expectation & zone of tolerance. Delivering Quality Service: Challenges faced while measuring service quality, the customer expectation Vs perceived service gap, Measures of service quality, SERVQUAL & GAP model. Application of elements of service marketing mix in BFSI sector, Education, Telecom, Hospitality (Travel, Tourism & hotels), Health (Hospitals). Role of IT and emerging technologies in service marketing	22

Reference Books/ Text Books / Cases:

- * Apte, G. Services Marketing. New Delhi: Oxford University Press.
- * Bhattacharya, C. & Shanker, R. Service Marketing. New Delhi: Excel Books.
- * Bitner, Z. Service Marketing. New Delhi: Tata McGraw Hill.
- * Lovelock, C., Service Marketing: People, Technology & Strategy. New Delhi: Pearson Education.
- * Nargundkar, R. Service Marketing. New Delhi: Tata McGraw Hill.
- * Rao, K. R. M. Service Marketing. New Delhi: Pearson Education.

Case Study:

- * Bharat Sanchar Nigam Limited, Christopher Lovelock, Pearson

Focus: This course is focus on Entrepreneurship aligned with CO2, CO3 and CO4.

Intended Outcomes: *After completion of the course, student will be able to:*

- * *Identify the concepts & practical applications of service marketing.*
- * *Outline the role of people, physical evidences & processes in service marketing.*
- * *Highlight the skills required in service communication that differs substantially from those of goods marketing.*
- * *Infer the concept of service quality model and highlights the gaps in service delivery*

- * Interpret applications of elements of service marketing mix in banking, education, telecommunication and hospitality industry.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, PO4, PS02
• C02	PO1, PS01, PO3, PS04
• C03	PO1, PS01, PO2, PS04
• C04	PO2, PS03, PO4, PS04

BBAE0206: RETAIL MANAGEMENT

Introduction: Share of organized retail is increasing at a great pace in India, therefore, it becomes important to make students understand the concepts related to retail management.

Objectives: To enable students to gain insights into the various developments which are taking shape in the retail landscape in the country and how it is influencing business

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction—Retailing concept, nature, scope, and functions, Retailing scenario in India and its future prospects. Types of Retail Outlets. MNC's role in organized retailing.</p> <p>Situational Analysis: Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, non store-based, and Other forms of nontraditional retailing.</p> <p>Retailer Relationship: Customer Relationship & Channel Relationship.</p> <p>Retail Location & Site Selection: Factors affecting location decision, importance of location to a retailer, types of retail location, trading area analysis, Location based retail Strategies & Site Selection.</p>	22
II	<p>Store Design: Interior & Exteriors, Store layout, Types of layouts, Factors affecting store layout & Display.</p> <p>Store Administration: Space management, Managing store inventories and display.</p> <p>Merchandise Management: Concept, Importance, devising merchandise plans & implementation of these plans</p> <p>Pricing in Retailing: Factors affecting retail price, retail pricing objectives & developing retail price strategy.</p> <p>Retail Communication Mix: elements of retail promotional mix, Planning retail promotional strategy & significance of retail image.</p>	23

Reference Books/ Text Books / Cases:

- * Bajaj, C., Tow, R. & Srivatsava, N. V. Retail Management. New Delhi: Oxford University Press.
- * Berman, B. and Evans, J. R. Retail Management. New Delhi: Pearson Education.
- * Nair, S. Retail Management. New Delhi: Himalaya Publishing House Pvt. Ltd.
- * Newman, A. J. and Cullen, P. Retailing: Environment and Operations

Case Study:

- * Mall Retailers: The search for growth, Berman B & Evans JR, Pearson Education

Focus: This course is focus on Skill Development aligned with CO1, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Identify the basic concepts of retail management.
- * Classify the various factor affecting location, site and store designing.
- * Report the plans for merchandise management.



* Recognize the various elements of retail price and promotional mix.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, ,PS03, PO4, PS04
• C02	PO1, PS01, PO3, PS04
• C03	PO1, PS02, PS02, PS04
• C04	PO3, PS02, PO4, PS03

BBAE0207: PRODUCT & BRAND MANAGEMENT

Introduction: This course should develop the basic understanding about the concept related to Product and Brand Management.

Objectives: To enable the students gain insights into what goes into the making of a successful brand by formulating policies which create reliable products

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Product Management: What is a Product- Product Personality, Types of Products- Product Line, and Product Mix. Factors influencing design of the product.</p> <p>Developing Product Strategy: PLC, Launching Strategies, Portfolio Management-BCG, GE, Porter's Model, Competitor's Analysis, Market potential, Product Demand pattern and Trend Analysis.</p> <p>New Product Development- Product Differentiation and Positioning strategies, Market Potential & Sales Forecasting- Forecasting target market potential and sales- Methods of estimating market and sales potential, planning for involvement in international market.</p>	23
II	<p>Pricing the Offer: Price Elasticity of Demand, Costs, Pricing Strategies. Concept of Product Testing. Test Marketing. Product Launch.</p> <p>Brand Management- What is a Brand, Types, Brand Development: Extension, Re launch-Product Vs Brands, Goods and services, Retailer and distributors, Brand challenges and opportunities, The brand equity concept, Identity and image, Building global brands, Branding failures, Packaging, Labeling</p>	22

Reference Books/ Text Books / Cases:

- * Chunawalla, S. A. Product Management. Mumbai: Himalaya Publishing House.
- * Chunawalla, S. A. Brand Management. Himalaya Publishing House.
- * Kapferer, J. The New Strategic Brand Management. New Delhi: Viva Books.
- * Pati, D. Branding Concepts. New Delhi: Macmillan Publishing.
- * Sengupta, S. Brand Positioning Strategies for Competitive Advantage. New Delhi: Tata McGraw Hill.

Focus: This course is focus on Skill Development aligned with CO1, CO2 and CO5.

Intended Outcomes: After completion of the course, student will be able to:

- * Compare the relationship between Corporate Strategy, Product and Brand Management. (To understand the fundamental concepts of product and brand development and management)
- * Interpret the various dimensions of product management (Interpret Tools and metrics for developing product strategies.)
- * Apply an understanding in pricing the product.
- * Discuss a framework to understand the new product development process.



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, PO4, PS04
• C02	PO2, PS02, PS03
• C03	PO1, PS02, PO3, PS04
• C04	PO1, PS02, PO2, PS03

BBAE0208: CUSTOMER RELATIONSHIP MANAGEMENT

Introduction: This course highlights as Technologies and Customer Expectations rapidly change, Business realizes the value of Long Term Relationships with Customers and the need for CRM.

Objectives: To enable the students gain insights into how companies go about maintaining long term relationships with customers based on CRM

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction and Significance of CRM: CRM Concepts; benefits of CRM; challenges for CRM; CRM Model; CRM: success factors, the three levels of Service / Sales; The Myth of Customer Satisfaction; Understanding Principles of Customer Relationship; Relationship Building Strategies; Building Customer Relationship; Management by Customer Retention; Stages of Retention; Understanding Strategies to Prevent Defection and Recover Customers; CRM as a strategic marketing tool; CRM significance to the stakeholders.</p> <p>CRM Process : Introduction and Objectives of a CRM Process; an Insight into CRM; The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM(sales force automation and call center), 4C's (Elements) of CRM Process; CRM Process for Marketing Organization; CRM Affiliation in Retailing Sector.</p>	23
II	<p>CRM in Marketing: One-to-one Relationship Marketing, Cross Selling & up Selling, Behavior Prediction, Customer Profitability & Value Modeling, Channel Optimization, Event-based marketing.</p> <p>Implementation and Trends in CRM: Choosing the right CRM Solution; Framework for Implementing CRM: a Step-by-Step Process: Five Phases of CRM Projects; Development of Customizations; power user Beta Test and Data Import; Train and Retain; Roll out and System Hand-off;</p> <p>CRM Current Trends: e-CRM/online CRM, Key e-CRM features, Data Warehousing – Data mining for CRM,an introduction to CRM software packages.</p>	22

Reference Books/ Text Books / Cases:

- * Kumar, V. & Werner, J. Customer Relationship Management - A Database Approach. New Delhi: Wiley India.
- * Mohammed, H. P. & Sagadevan, A. Customer Relationship Management. Noida: Vikas Publishing House.
- * Paul, G. CRM-Essential Customer Strategies for the 21st Century. New Delhi: Tata McGraw Hill.
- * Rai, A. K. Customer Relationship Management – Concept and Cases. New Delhi: PHI Learning

Case:

CRM case study: AMAZON.COM; John W.Gosney and Thomas P. Boehm 2001, customer relationship essentials, Prentice Hall Of India

Focus: This course is focus on Skill Development aligned with CO1, CO4 and CO5.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand about the concept and significance of CRM.
- * Identify and understand about the various tools and techniques for implementing CRM
- * Describe the concept of CRM cycle.
- * To understand marketing aspects of Customer relationship management
- * Discuss To understand about the various current trends in CRM.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO1, PS01, PO4, PS02, PS04
• CO2	PO1, PO2, PS02
• CO3	PO1, PO3, PS02
• CO4	PO2, PS03, PO4, PS04

BBAE0305: INVESTMENT MANAGEMENT

Introduction: The course is intended to develop familiarity with the theory and empirical evidence related to investment analysis and portfolio management.

Objectives: To enable the students to gain insights into how to become professional investors or researchers in the field of finance and investment

Credits: 04

Semester VI

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Investment – Nature, Objectives and Process, Investment, Speculation & Gambling, Factors influencing selection of investment, Alternatives for Investment, Capital Market and its classification</p> <p>New Issue Market: Concept, Function, Role, Concept of Underwriting, Methods of Floating New Issue, Pricing of New Issue.</p> <p>Secondary Market: Stock Exchanges in India – BSE & NSE, Functions of Stock Exchange, Trading System – Parties Involved, Mechanism of Price Quotes, Types of Order, Settlement, Concept of Dematerialization, Online Trading,</p>	22
II	<p>Market Indices – SENSEX & NIFTY, Introduction to Future & Options Segment, Concept of Mutual Funds.</p> <p>Fundamental Analysis: Economy Analysis, Industry Analysis, Company Analysis</p> <p>Technical Analysis: Assumptions, Dow Theory, Support & Resistance Level, Indicators, Charts – Point & Figure Chart, Bar Chart, Chart Patterns, Limitations, Overview of Efficient Market Theory</p>	23

Reference Books/ Text Books / Cases:

- * Bhalla, V. K. Investment Management. New Delhi: S. Chand & Company Ltd.
- * Bhat, S. Security Analysis and Portfolio Management. New Delhi: Excel Books.
- * Chandra, P. Investment Analysis and Portfolio Management. New Delhi: Tata McGrawHill.
- * Khatri, D. K. Investment Management and Security Analysis. New Delhi: Macmillan Publishers India Ltd.
- * Pandian, P. Security Analysis and Portfolio Management. New Delhi: Vikas Publishing House Pvt. Ltd.
- * Ranganatham, M., & Madhumathi, R. Investment Analysis and Portfolio Management. New Delhi: Pearson

Focus: This course is focus on Skill Development aligned with CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Comprehend the investment alternatives that exists in the financial markets
- * Understand the market for investment assessment.
- * Remember the ways of analysis of secondary markets
- * Recognize fundamental and technical analysis with regard to investment.



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	P02, P03,P04, PS02, PS04
• C02	P01, PS02, PS04
• C03	P01, P03, PS02, PS04
• C04	P02, PS03, P03, PS04

BBAE0306: TAXATION LAWS

Introduction: This course in taxation laws and practices-I is designed to help students to appreciate the importance of direct tax (Income Tax) in India.

Objective: To enable the students with regard to giving insight into the various heads of income along with computation of Tax liability of an individual.

Credits: 04

Semester VI

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Income Tax Act, 1961: Basic Concepts: Income, Agricultural Income, Casual Income, Assessee, Assessment Year, Previous Year, Gross Total Income. Tax Evasion, Avoidance, and Tax Planning. Mutual relationship between Income tax Act and Finance Act. Interpretation of tax laws. Heads of Income: Residential Status and Tax Liability, Income From House Property, Simple Numericals. Income From Business & Profession-Simple Numericals, Income From Salaries-Meaning,	22
II	Heads of Income: , Allowances, Perquisites, Valuation of Perquisite s, Provident Fund, Retirement Benefits. Simple Numericals. Income From Capital Gains, Income from other sources. Determination of Gross Total Income and tax liability of an individual. Simple Numericals. Deductions under section 80 C to 80 U.	23

Reference Books/ Text Books / Cases:

- * Singhania, V. K. & Singhania, M. Students' Guide to Income Tax with Service Tax and Value Added Tax. New Delhi: Taxmann Publications Pvt. Ltd.
- * Ahuja, G. & Gupta, R. Systematic approach to Income Tax. New Delhi: Bharat Law house.

Focus: This course is focus on Skill Development aligned with CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Tell basic knowledge about taxation laws
- * Understand principles and provisions in Income -tax Act, 1961.
- * Understand the classification of income under various headings
- * Illustrate the main concepts and principles of Income Tax.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO1, PS01, PO2, PS02, PS04
• C02	PO1, PS02, PO2, PS02, PS04
• C03	PO4, ,PS02, PS03



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Course Curriculum

[Bachelor of Business Administration - Family Business (BBA-FB)]

• C04	PO2, PS03, PO4, PS04
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BBAE0307: PERSONAL FINANCIAL PLANNING

Introduction: This course has been designed to assist the student in building a conceptual framework with which to make prudent financial decisions

Objectives: To enable the students gain insights into personal financial planning; basic financial planning; investing at low risk vs. aggressive investing and other aspects

Credits: 04

Semester VI

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Personal Financial Planning: Meaning, need, process; developing personal financial goals, opportunity cost, time value of money, financial advising, system for personal financial records, personal financial statements, money management and achieving financial goals. Saving plans and their evaluation, consumer credits and their types, choosing a source of credit	22
II	Housing decisions factors and financing, health insurance and financial planning Life insurance and its types, determining life insurance needs, buying life insurance Preparing for an investment program, factors affecting choice of investment, alternatives for investment – stocks, bonds, mutual funds, real estate, metals & gems, others; retirement planning	23

Reference Books / Text Books / Cases:

- * Kapoor, J., Dalbay, L. & Robert, J. H. Personal Finance. New Delhi: Tata McGraw Hill.
- * Victor, H. G. & Rosenbloom, J. S., Personal Financial Planning. New Delhi: Tata McGraw Hill
- * Rejda, G. E. Social Insurance And Economic Security. New Delhi: Prentice Hall

Case:

- * Suitable case lead from Victor Hallman G. & Rosenbloom Jerry S., *Personal Financial Planning*, Tata McGraw Hill

Focus: This course is focus on Skill Development aligned with CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * List about taking personal and family financial decisions.
- * Develop a conceptual framework upon which to base decisions of personal and family financial stewardship.
- * Summarize the goals and functions of the individual financial decision maker.
- * Understanding the sources of financing available for personal and family

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS02, PO4 ,PS03
• C02	PO2, PS03, PO4, PS04



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Course Curriculum

[Bachelor of Business Administration - Family Business (BBA-FB)]

• C03	P03, PS02, PS04
• C04	P01, PS02, P03, PS03



BBAE0308: CORPORATE ACCOUNTING

Introduction: This course in corporate accounting deals with various concepts such as shares, amalgamation, valuation of share and goodwill, holding, etc.

Objective: To enable the students to develop awareness about corporate accounting thereby gaining insights into such concepts as liquidation, share issuing and valuation, etc.

Credits: 04

Semester VI

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Issue of shares -Calls in arrears and Calls in Advance, Forfeiture and Re-issue of forfeited shares. Valuation of Shares - Meaning, factors affecting valuation, Different methods of valuation of shares, Numerical Valuation of Goodwill -Meaning, Types of Goodwill, Different methods of Valuation of Goodwill, Numerical Amalgamation - Merger and Acquisition, Different methods of purchase consideration. Numerical	22
II	Liquidation of a company – liquidators’ final statement of account, Numerical. Accounting of Holding company & subsidiary company – Preparation of Consolidated Balance Sheet and calculation of minority interest. Numerical Profit Prior to Incorporation - Calculation of profit prior and post to incorporation. Numerical	23

Reference Books/ Text Books / Cases:

- * Gupta, R. L. Company Accounts. New Delhi: Sultan Chand & Sons.
- * Maheswari, S. N. Corporate Accounting. Noida: Vikas Publication House.
- * Shukla, M. C., Grewal, T. S. & Gupta, S. C. Advanced Accounts. New Delhi: S.Chand & Co.

Case:

- * Based on latest annual report of limited companies

Focus: This course is focus on Skill Development aligned with CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Show the accounting procedure
- * Have in-depth knowledge of issuance and valuation of shares
- * Learn about such concepts as liquidation, amalgamation and accounting of holding company
- * Interpret profit and loss prior to incorporation.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO2, PS03, PS04
• CO2	PO1, PS01, PO3, PS02



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Course Curriculum

[Bachelor of Business Administration - Family Business (BBA-FB)]

• C03	P01, PS02, P03, PS03, PS04
• C04	P02, PS03, P04, PS04

BFBE0104: LOGISTICS & SUPPLY CHAIN ANALYTICS

Introduction: This course provides an understanding of fundamental concepts of logistics and supply chain analytics. We explore the key role supply chain and logistics activities play in a firm's success; provide an understanding of fundamental concepts of supply chain management and learn about the key, operational functions along a firm's supply chain.

Objective: To provide foundational knowledge associated with the logistics and supply chain analytics as well as to describe the various tools and techniques for implementation of analytics based on the supply chain drivers such as location, logistics and inventory.

Credits: 04

Semester VI

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Logistics- Meaning, Characteristics, Types & Functions, In-bound and Out-bound logistics, Core and support activities of logistics; Logistical performance cycles. Logistics Mix, Supply Chain – Meaning, Objectives, Functions & Drivers Logistics Strategy and Planning Decisions: Logistics planning triangle, Network appraisal; Guidelines for strategy formulation – total cost concept, setting number of warehouses in logistics system, Setting safety stock levels Lack of supply chain coordination and the Bullwhip effect. Difference between Logistics and Supply Chain Management	23
II	Managing Flows: Planning Networks –Decision trees – Distribution Network Design – Role - Factors Influencing Options, Value Addition. Supply Chain Network optimization models. Logistics information system - Role of IT – Framework for IT adoption. Location And Layout Planning: Plant/Warehousing Decisions – Location Methods – Location Models – Network Models – Layout Methods – Line Balancing: KPIs (Cycle time, Idle time) – Inventory Management, Government intervention in supply chain regulations, Future of Supply chain management in India	22

Reference Books/ Text Books / Cases:

- * Gerad Feigin, Supply Chain planning and analytics – The right product in the right place at the right time, Business Expert Press
- * Peter Bolstorff, Robert G. Rosenbaum, Supply Chain Excellence: A Handbook for Dramatic Improvement Using the SCOR Model, AMACOM Div American Mgmt Assn,
- * G.V.Shenoy,U.K.Srivastava,S.C.Sharma, Operations Research for Management, New Age International, Revised
- * James R. Evans., Business Analytics – Methods, Models and Decisions, Pearson Publications,
- * Stadler Hartmut and Kilger Christoph Supply Chain Management and Advanced Planning: Concepts, Models, Software and Case Studies”,

Focus: This course is focus on Skill Development aligned with CO1, CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understanding knowledge and techniques to manage Logistics and supply chain operations effectively using fundamental knowledge of management.
- * Understanding quantitative methods to solve problems in supply chain and logistic industry
- * Develop analytical skills using various statistical techniques to implement the concepts of Logistics and supply chain analytics to aid Decision Making.
- * Understanding application of integrated supply chain analytics and logistics planning.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO1, PO2, PS02, PO4, PS03
• C02	PO1, PS01, PO2, PS04
• C03	PO3, PS02, PS04
• C04	PO3, PS02, PO4, PS04

BFBE0105: BIG DATA ANALYSIS

Introduction: This course Big Data Analysis enable the students to get in-depth understanding status, program and strategy of Data Analysis.

Objective: Make the students aware of the concept of Big Data Analysis thereby enabling them to understand the visualization of data, Big data workflow and Big data applications in business rural infrastructure and rural development program.

Credits: 04

Semester VI

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Data: Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Data Classification, Nature of Data</p> <p>Introduction to Big Data: Introduction –Big Data and its importance, Four Vs, Drivers for Big data, Big data applications in Accounting, Marketing and Operations. Big data Analysis vs Reporting, Use of Big Data analysis in real world situation</p> <p>Introduction to Data Analytics: Data and Relations, Predictive Analytics- Simple linear regression- Multiple linear regression- Interpretation of regression coefficients. Data Visualization,</p>	23
II	<p>Relevance of data analytics in business operations, relevance of data analytics in service sector, Data privacy, concept and practices, Ethical aspects of data sourcing, Future of Data analytics in India.</p> <p>Business implementation of Big Data: Big Data Implementation, Big Data workflow, Operational Databases, Graph Databases in a Big Data Environment, Real-Time Data Streams and Complex Event Processing, Applying Big Data in a business scenario, Security and Governance for Big Data, Big Data on Cloud, Best practices in Big Data implementation, Big Data Computation, Big Data Storage, Big Data Computational Limitations.</p>	22

Reference Books/ Text Books / Cases:

- * Minelli, M., Chambers, M., &Dhiraj, A., Big data, big analytics: emerging business intelligence and analytic trends for today's businesses. John Wiley & Sons.
- * Baesens, Analytics in a Big Data World: The Essential Guide to Data Science and Its applications, Wiley India Private Limited.
- * Chris Eaton, Dirk derooset al., "Understanding Big data", McGraw Hill.
- * Frank J. Ohlhorst, Big data Analytics: Turning Big Data into Big Money, Wiley and SAS Business Series.

Focus: This course is focus on Entrepreneurship aligned with CO2 and CO3.

Intended outcomes: After this course students will be able to-

- * Develop the concept of Data analytics and its business implication
- * Learn the statistical tools used in data analytics and develop Big Data solutions.



- * *Analyze large data sets and identify patterns that will improve any company's and organization decision-making process.*
- * *Understanding and using the most common algorithms, to make sense of large amounts of data, which are applicable to most business and management problems.*

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO1, PS01, PO2, PS03, PO4
• C02	PO2, PS02, PO3, PS04
• C03	PO1, PO2, PS02, PO4, ,PS04
• C04	PO2, PS03, PO3, PS04



BFBE0106: DATA ENVIRONMENT AND MANAGEMENT

Introduction: The course attempts to explain the importance of data management in business and strategic operations.

Objective: Through this course the students will be able to understand and apply the modern practices of data management and also develop an understanding of data environment.

Credits: 04

Semester VI

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Database Management: Definition; Characteristics; Importance and scope, Data Independence, Data Mining, Statistical tools used in Data management: A brief overview, Transaction Management. Brief understanding of modern data-related terms such as Blockchain, Internet of Things, Machine Learning, Artificial Intelligence. Importance of Data in current business environment, Ethics of Data accessibility and processing, Application of Information Technology in Data accessing.	23
II	Use of Database system for strategic and operational decision making, Managerial issues related with data technologies, Emerging technologies in Data management; Data warehousing, Cloud computing & web enabled data driven system, Commercial database management system, Future of Data Management, Data security: Threats and recent controversies, use of Big Data by business firms.	22

Reference Books/ Text Books / Cases:

- * Hoffer, J. A., Ramesh, V., & Topi, H. *Modern database management* (p. 600). Pearson.
- * Elmasri, R., & Navathe, S. *Fundamentals of database systems* (Vol. 7). Pearson.
- * Rahimi, S. K., & Haug, F. S. *Distributed database management systems: A Practical Approach*. John Wiley & Sons.

Focus: This course is focus on Skill Development aligned with CO1, CO3 and CO4.

Intended outcomes: After this course students will be able to-

- * Understand, comprehend and apply the practice of data management
- * Learn the importance of database system usage for various purposes.
- * Recognize the impact and importance of data in strategic management
- * Develop professional skills for managing, selecting, and appraising data.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO1, PS02, PO3, PS3
• CO2	PO1, PS03, PO2, PS04
• CO3	PO2, PS02, PO3, ,PS04



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[Bachelor of Business Administration - Family Business (BBA-FB)]

• C04	PO2, PS03, PO3, PS04
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BFBE0107: BUSINESS INTELLIGENCE

Introduction: This subject of Business Intelligence features sections on Business Intelligence Essentials, Business Intelligence Types, Stages of Intelligence Cycle, and BI Team and Opportunities.

Objective: To enable the students to provide the key methods of BI concepts using real business cases.

Credits: 04

Semester VI

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Business Intelligence an Introduction: Introduction, Definition, History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications</p> <p>Business Intelligence Essentials: Concept Creations, Creating Business Intelligence Environment, Business Intelligence Landscape, Types of Business Intelligence, Business Intelligence Platform, Dynamic roles in Business Intelligence, Roles of Business Intelligence in Modern Business- Challenges. Business Intelligence in decision making process.</p> <p>Business Intelligence Types: Introduction, Multiplicity of Business Intelligence Tools, Types of Business Intelligence Tools, Modern Business Intelligence, the Enterprise Business Intelligence, Information Workers</p>	23
II	<p>Stages of Intelligence Cycle: Required qualifications at different stages of the intelligence cycle, Scope and logic of the language for analysis, Business intelligence software and business intelligence on the web, Real time situation with business intelligence. Ethical and legal limits in private organizations, Industrial espionage: the fine line of hiring competitor's employees, introduction to cyber law with business intelligence</p> <p>BI Team and Opportunities: BI Software and its business opportunities. -Technical equipment of intelligence and counterintelligence available to nation states and private organizations. - Costing of business intelligence-The theory of modern techniques of crypto analysis. -Managing and Organizing for an effective BI Team. -Learning, personal development and information technology.</p>	22

Reference Books/ Text Books / Cases:

- * Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die by Eric Siegel and Thomas H. Davenport
- * The CIO Paradox: Battling the Contradictions of IT Leadership by Martha Heller and Maryfran Johnson
- * Precision Marketing: Maximizing Revenue Through Relevance by Sandra Zoratti and Lee Gallagher



- * Data Science for Business: What you need to know about data mining and data-analytic thinking by Foster Provost and Tom Fawcett

Focus: This course is focus on Employability aligned with CO1, CO2 and CO4.

Intended outcomes: After this course students will be able to-

- * Learn how managers use business analytics to formulate and solve business problems and to support managerial decision making.
- * Develop an understanding systematic investigation/research related to the decision support and BI systems and technologies for today's dynamic business environment.
- * Identify the best practices and pitfalls of managing data analytics projects.
- * Remembering the fundamental principles of data science and business intelligence that form the basis for data mining processes, methods and systems.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO2, PS03, PO3, PS04
• CO2	PO1, PS01, PO2, PS04
• CO3	PO2, PS02, PO4, PS04
• CO4	PO2, PS03, PO4, PS04

BCME0404: CROSS CULTURAL ISSUES IN INTERNATIONAL BUSINESS

Introduction: This course will help students in developing understanding of the concepts of cross cultural management issues and increasing complexity in terms of international business

Objectives: To acquaint the students with the issues pertaining to international business
To enable them to learn the various problems due to diversified culture and ethnicities.

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Basics of International Business: Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial implications.</p> <p>Cross cultural nuances of international business: International Management: Concept, Dimensions and Approaches; Business culture and corporate culture; Problems of intercultural communication; Cross -cultural values and business management; Business values ethics and social responsibilities.</p> <p>Cross cultural strategies adopted in international business: Managing international Collaborative Arrangements: Joint Ventures and other forms for strategic alliances: Traditional and emerging reasons for forming strategic alliances: Pitfalls in strategic alliances; Making cross-cultural alliances work.</p>	22
II	<p>International business environment: Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade. 4. International Financial Environment: Foreign investments-Pattern, Structure and.</p> <p>Cross cultural risks in International business: Managing Political Risks: Host country home country and multinational relationships; Political risk assessment and protection techniques for multinational corporations; Organizing for political risk management.</p> <p>International Business Negotiations: Importance of business negotiations; Business negotiation process and skills, Management of business negotiations, Negotiations within groups, Negotiations across cultures.</p>	23

Reference Books/ Text Books / Cases:

- * Hill, Charles W. L., *International Business*, McGraw Hill, New York.
- * Danoes, John D. and Radebaugh, Lee H., *International Business: Environment and Operations*, 8th ed., Addison Wesley, Readings.
- * Cateora, Phillip R. and John L. Graham, *International Marketing*, 10 th ed., Irwin McGraw Hill, Boston.
- * Nagadhi, A.R., *International Management*, Prentice Hall of India Private Ltd.

Focus: This course is focus on Entrepreneurship aligned with CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:



- * Discuss the importance of cross cultural issues recognitions at the corporate level.
- * Understand the various cross cultural strategies adopted at international level.
- * Explain the various dimensions and approaches to cross cultural management.
- * Understand the significance of business negotiation in international business.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, PO4, PS02
• C02	PO1, PS01, PO2, PS03
• C03	PO1, PS02 ,PO3 ,PS04
• C04	PO2, PS03, PO3, PS04

BCME0405: INTERNATIONAL ETHICAL AND LEGAL ISSUES

Introduction: This course on international ethical and legal issues would help the students in getting the understanding of the concepts related to ethical and legal framework

Objectives: To acquaint the students with the concepts related to ethics and legal issues
To enhance their skill to effectively manage ethical and legal issues in international perspective.

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction and basic concepts of Business ethics: Business ethics Context and history; Ethics and Stakeholders; Business Ethics and individual decision making; Ethics Personal and Organizational ethics in International Business; Advertising and ethical Issues; Ethical Issues confronting International Business; Ethics, organization and Corporate social responsibility; Community Trade agreements and Globalization; Upholding Ethics and Integrity in International Business</p> <p>International Business Law: Meaning, scope, sources of International business law; Legal Environment of International Business, International law and Organizations; resolution of International Disputes;</p>	22
II	<p>GATT law and WTO dispute settlement, dumping and anti dumping measures, laws governing access to foreign markets - Technical barriers to trade, import licensing procedures, government procurement, trade in services, trade in agriculture.</p> <p>Technology import contract – Technology Policy and environment – Selection and transfer issues – Law for protection of Intellectual Property Rights, Patents, Trademarks, etc. Law of Product Liability – Laws relating to customs practices and procedures – Settlement of International Trade Disputes – Carriage of goods by sea, air, and over road. International sales – sales contracts, conventions on contracts, remedies for breach of contracts, cultural influences on contracts, documentary sales and terms of trade, shipping terms and the risk of loss, carriage of goods, liabilities of carriers</p>	23

Reference Books/ Text Books / Cases:

- * Cheeseman, Henry R, *Business Law: the Legal, Ethical, and International Environment*, Prentice Hall, 2nd Edn.
- * Bohlman, *The Legal, Ethical & International Environment of Business – Industrial Laws & Legislation*.
- * Nan S. Ellis, *Study Guide with Critical Legal Thinking Cases: Business Law: The Legal, Ethical, and International Environment*, Allyn & Bacon 3rd Edn.
- * Palle Krishna Rao, 'WTO text and cases' Excel Books
- * Vinod V Sople, 'Managing Intellectual Property' PHI Learning Private Limited
- * Herbert M Bohlman & Mary Jane Dundas, *The Legal, Ethical, and International Environment of Business, 4th Edition*, South – Western College Publishing

Focus: This course is focus on Entrepreneurship aligned with CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the basic concepts of business ethics at international level.*
- * *Comprehending the international business law.*
- * *Escalate the usage of technology in ethics and law.*
- * *Developing aptitude to gauge a business firms practices on ethical grounds.*

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, PS04
• C02	PO1, PS01, PO4, PS03
• C03	PO1, PS02, PS04
• C04	PO1, PS03, PO4, PS04

BBAE0203: INTERNATIONAL MARKETING

Introduction: This course would help the students in getting the understanding of the international marketing concepts and strategies used for promotion and wealth maximization.

Objectives: To familiarize the students with the concept and issues of international marketing
To enable them to analyze the international marketing strategies for a business firm.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Introduction to International Business- an overview; International marketing management process, Difference between domestic marketing and International marketing, Definition & concept. International marketing information system.</p> <p>International Marketing Environment: Influence of physical, economic, socio - cultural, political and legal environments on international marketing decisions; International Market Segmentation, Selection and Positioning; International market entry strategies – Exporting, licensing, contract manufacturing, joint venture, setting -up of wholly owned subsidiaries abroad.</p> <p>International Product Planning and Pricing decisions: Major Product decisions-product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.</p>	23
II	<p>Pricing decisions for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing; Counter trade as a pricing tool-types and problems of counter trading.</p> <p>International Distribution Decisions: Distribution channel-from traditional to modern Channel structures, Intermediaries for international markets-their roles and functions;; Factors affecting choice of channels; International distribution logistics-Issues and Planning.</p> <p>International Promotion Strategies: Communications across countries-complexities and issues; Sales promotions in international markets, International public relations, International Advertising decisions, Personal selling and sales management; Developing international promotion campaign.</p> <p>Emerging trends in International Marketing: International Marketing through Internet; Ecological concerns and international marketing ethics.</p>	22

Reference Books/ Text Books / Cases:

- * Keegan, Warran J. and Mark C. Green, Global Marketing, Pearson.
- * Cateora, Phillip R.; Grahm, John L. and Prashant Salwan, International Marketing, Tata McGraw Hill.
- * Czinkota, Michael R. and Illka A. Ronkainen, International Marketing, Cengage Learning.

- * Terpstra, Vern; Foley, James and Ravi Sarathy, International Marketing, Naper Press.33
- * Jain, Subash C., International Marketing, South-Western.

Focus: This course is focus on Skill Development aligned with CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand various aspects related to international marketing
- * Learn international marketing strategies adopted by the companies.
- * Outline international distribution decisions for full coverage of the segment
- * Understand importance of market and product mix at international level.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO2, PS03, PS04
• CO2	PO1, PS01, PO2, PS03
• CO3	PO2, PS02, PO4, PS03
• CO4	PO2, PS01, PO4, PS03

BFBE0202: INTERNATIONAL HUMAN RESOURCE AND STRATEGIC ISSUES

Introduction: This course would help the students in getting the understanding of the concepts and strategies of international human resource management as used by firms

Objectives: To acquaint the students with the concepts of international human resource
To enhance their skill to effectively manage human resource in international perspective.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Human Resource Management: Concept, objectives; Functions and roles; Traditional and modern perspectives in HRM; Recent global trends in HRM.</p> <p>International Context of HRM: Introduction to IHRM; Human Resource Management in the International Firm- The conceptual Framework; Various factors responsible for Cross national differences in personnel and organizational Management; Complexities and issues in managing human resource across countries; International HRM department and functions; Models of international HRM. Human Resource Information System (HRIS) succession planning,</p> <p>International Staffing: Hiring- sources of international human resource; Staffing for international operations; Selection strategies for overseas assignments; International transfers; Expatriate Management- training and development for expatriates; Problems of repatriation of overseas expatriates and strategies to tackle these problems.</p>	23
II	<p>Training, Development and Compensation in International Perspective: Training and development for international staff; Compensation in International Perspective- Factors, package, methods and trends; International reward system;</p> <p>Direction and Control: Issues and strategies for directing in international context; Enhancing interpersonal communication; Multinational performance appraisal – Criteria and process, Performance management; International control mechanism.</p> <p>Industrial Relations and Other Issues in IHRM: A framework for international industrial relations; Employees participation – Practices in various countries; Cross border ethics management; Comparative study of HRM practices in major global economies; IHRM trends- Complexities, challenges, and choices in future.</p>	22

Reference Books/ Text Books / Cases:

- * Dowling P. J., *International Human Resources Management*, Cengage EMEA.
- * Harzing, A. W. and Pinnington, A., *International Human Resource Management*, Sage Publication, London.
- * Saini, D. S. and Sami A. K., *Human Resource Management – Perspectives for the New Era*, Response Books (A Division of Sage), New Delhi.
- * Aswathappa, K. and Dash, S., *International Human Resource Management*, McGrawHill Education India.

- * Hollinshead, G., *International and Comparative Human Resource Management*, McGrawHill Education India.
- * Evans, P., Pucik, V. and Bjorkman, I., *The Global Challenge: International Human Resource Management*, McGrawHill Education India.
- * Tayeb, M.H., *International Human Resource Management*, Oxford University Press, India.
- * Dessler, G., and Varkkey, B., *Human Resource Management*, Pearson Education, Delhi.
- * Decenzo, D.A., and Robbins, S. P., *Fundamentals of Human Resource Management*, Wiley, India.
- * Rao, V. S. P., *Human Resource Management: Text and cases*, Excel Books.

Focus: This course is focus on Skill Development aligned with CO1, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the difference between traditional and international human resource management.
- * Define the concept of human resource information system (HRIS).
- * Describe the international staffing and selection strategies.
- * Classify the framework for international industrial relation and issues in IHRM.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO2, PS03, PS04
• CO2	PO1, PS01, PO2, PS03
• CO3	PO1, PS02, PO4, PS03
• CO4	PO2, PS03, PO4, PS04

BFBE0305: CREATIVITY & INNOVATION

Introduction: This course is designed for students who believe they will one day be involved in a creative, entrepreneurial or “intrapreneurial” (corporate) venture

Objectives: To enable the students to someday work within an innovative company, such as one in the arts (record label, movie studio), sciences (biotech, clean energy) or Internet (consumer, enterprise).

Credits: 04**Semester VI****L-T-P :4-0-0**

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Innovation and Creativity: innovation in the business, Introduction to seminal theories, Framework for Innovation and Creativity in the organization, Theories of creativity, The creative Problem solving structure, Framework for studying creativity within the growth organization; intrapreneurship vs. entrepreneurship. Leading the Creativity Organization: Creativity and leadership, Creativity tips and practices of the masters.	22
II	Leadership style in innovation, Innovative leadership styles for the entrepreneurial organization; exploration of leaders in the organizations, Key principles of leadership for unlocking creativity. Managing & Developing the Creative Organization: The “Human Equation” – how to foster creativity within the organization, Functional Creativity: Human Resources, Company Culture & Unusual Workspaces, Focus on creativity & innovation in the larger company environment.	23

Reference Books/ Text Books / Cases:

- * Batra, P. Brainstorming For creativity & Innovation, New Delhi: Batra Booka.
- * Ceserani, J. & Greatwood, P. Innovation and Creativity. New Delhi: Kogan Page India Pvt. Ltd
- * Dyer, J., Gregersen, H. & Christensen, C. M. The Innovator’s DNA. Harvard Business School Press.
- * Safawi, A. D. & Dehlvi, A. W. Revolution and Creativity. New Delhi: Rupa & Company.

Case:

- * “The case of the Critical Attitude”, Innovation and Creativity Jonne Ceserani & Peter Great wood Kogan Page India Pvt. Ltd., Page No.37

Focus: This course is focus on Skill Development aligned with CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the concept of creativity and innovation.
- * Describe the theories of creativity and innovation.
- * Classify the key principle of leadership and various styles.
- * Remembering the problem-solving abilities and gain access to tools for the same.



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO2, PS03, PO4, PS02
• C02	PO1, PS01, PS04
• C03	PO1, PO2PS02, PO4, PS04
• C04	PO2, PS03, PS04

BFBE0306: MATERIALS MANAGEMENT

Introduction: This course will help those management students who are taking family business as specialization and will manage their production oriented family business in future.

Objectives: To enable the students gain insights into various pre-requisites such as inventory which are necessary with regard to day-to-day running of a business

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Materials Management- Importance, Objectives- Interface with other functions, Materials management – functions – material planning and budgeting, Material requirement planning (MRP), Master Production Schedule - Bill of Materials – BOM Explosion - Material flow in MRP. Value Analysis, Purchasing Methods, purchase functions and procedure, Inventory - Need of Inventory - Costs associated with Inventory - Types of Inventory- Basic EOQ Model - EOQ with discounts - Classification of material - ABC Analysis - VED, HML, FSN, GOLF, SOS (Numericals expected on Basic EOQ, EOQ with discounts & ABC)	23
II	Purchase Management - Purchasing - Procedure - Dynamic purchasing - Principles - Import substitution - International Purchase - Import purchase Procedure Inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN. Materials Handling - Principles of Materials Handling system - Materials Handling Equipments – Store Keeping - Objectives - Function of store keeping - Store responsibilities& Procedure- Layout & Location of store house - Centralized store room - Equipment - Security measures - Protection and prevention of stores - Fire and other Hazards - Bincard - Stock Cards, Environmental issues	22

Reference Books/ Text Books / Cases:

- * Ashwathapa, K. Production and Operations Management
- * Chary, S.N. Production and Operations Management, TMH Publications
- * Jain, S.P. & Narang. Cost and Management Accounting
- * Nair, N. K. Purchasing and Material Management. Nodia: Vikas Publishing House.
- * Sople, V. V. Logistics Management. New Delhi: Pearson Education P. Ltd.

Case:

- * http://www.iimm.org/knowledge_bank/1_customer-centric-materials-management.htm

Focus: This course is focus on Skill Development aligned with CO1, CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Develop the basic concepts of material management to ensure a steady supply of materials to meet the needs of the organization.
- * Recognize the appropriate inventory control models to use, purchase methods, purchase functions and organizational policies and procedures.
- * Understanding the theories and principles needed to take into account for material handling systems and equipments.
- * Identify the concepts of store keeping and security measures.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO2, PS03, PO4, PS02, PS04
• CO2	PO1, PO3, PS04
• CO3	PO2, PS02, PS04
• CO4	PO2, PO, PS03, PO4, PS04

BFBE0307: SOCIAL RESPONSIBILITY OF BUSINESS

Introduction: This course is the formation and stewardship of policies and processes that lead to a culture of good decision making and good decisions.

Objectives: To enable the students gain insights into the social perspective of conducting day-to-day affairs with regard to running a business and various concepts related to them

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Business: Business activities around us, Concept, Characteristics and importance of Business, , Evolution of Commerce and Industry, Environmental issues, Social issues, Labour and related issues, Ethical and Governance issues, Human Rights-UN Charter Social Responsibility of Business: Definition, Concept of social responsibility, Responsibility towards - owners, employees, consumers and society, Social values and business ethics, Environmental protection, Ethical business practice, Socially responsible business at local and national level. National & International scenario Factors influencing growth of CSR	23
II	Business Objectives, Standards & Codes: Economic, Social, Human, Environment, National and Global objectives of business, Corporate Governance, style, leadership & CSR, Codes & Standards: ISO-14001,OHSAS-18001,SA-8000, OECD Guidelines for Multinational Companies, Global-Compact,AA-1000,BS/ISO Guideline on CSR Management (ISO-26000)	22

Reference Books/ Text Books / Cases:

- * Agarwal, S. Corporate Social Responsibility in India. New Delhi: Sage Publications.
- * Chatterji, M. Corporate Social Responsibility. New Delhi: Oxford University Press.
- * Murthy, K. V. B. & Krishna, U. Politics, Ethics and Social Responsibility of Business. New Delhi: Pearson Education.
- * Sarkar, C. R. Social Responsibility of Business Enterprise. New Delhi: New Century Publications.

Case:

- * "British Petroleum in Colombia", A case study, Corporate Social Responsibility-Cases by Subhasis Ray, ICFAI University Press, Hyderabad, Page No.1.

Focus: This course is focus on Skill Development aligned with CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understanding the various business activities and environmental issues.
- * Identify the relationship between ethics, morals and values in the workplace.
- * Learn the impact of CSR implementation on corporate culture.
- * Recognize various standards and codes related to business.



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	P02, P03, PS03, PS04
• C02	P01, PS01, P03, PS03, PS04
• C03	P01, PS02, P03, P04, PS04
• C04	P02, P03, PS03, P04, PS04

BFBE0308: EXPORT PROCEDURE AND DOCUMENTATION

Introduction: This course has been designed keeping in mind to highlight the role of Small Scale and Family managed businesses which is rapidly increasing in International Trade.

Objectives: To enable the students gain insights into the procedure and documentation about how to go about expanding the horizon of their business by going international

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Regulatory Framework & Environment: FEMA, EXIM Policy, ECGC Export Promotion council, commodity boards – Role and functions of Export Promotion council, Commodity boards, Directorates of commercial intelligence and statistics, Indian trade promotion organization, Incentives for Export Promotion Terms of International Payments, Export Financing – Pre Shipment Credit, Post Shipment Credit, EXIM Bank. Export Procedure: Registration of exporters, Export Procedure, Quality Control and Pre-shipment Inspection – inspection agencies,	23
II	Procedure for Excise and Custom Clearance, Shipment of Cargo and Clearance, Cargo Insurance, Export by Air or Post Parcel, Role of Clearing & Forwarding Agent, Procedure for Availing Export Incentives. Export Documentation: Performa invoice, commercial invoice and its attestation, packing list, Inspection, certificate, certificate of origin, GSP certification, shipping bills, A.R, A.R(4) forms, Mate receipts, GR-Forms or SDF, Marine insurance policy, ECGC policy, bill of exchange, bank certificate for Export B/L, AWB, Special Consular Invoice- bill of entry and airway bill.	22

Reference Books/ Text Books / Cases:

- * Kapoor, D. C. Export Management. Noida: Vikas Publishing House
- * Kumar, A. Export & Import Management. New Delhi: Excel Books.
- * Paul, J. & Aserkar, R. Export Import Management. New Delhi: Oxford University Press.
- * Rai, U. K. Export-Import and Logistics Management. New Delhi: PHI Learning.
- * Ramagopal, C. Export Import Procedure – Documentation and Logistics. New Delhi: New Age International.

Focus: This course is focus on Skill Development aligned with CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understanding about the regulatory framework and environment for export.
- * Understanding the role of export promotion council and commodity boards.
- * Remembering basic procedure for export and registration of exporters.
- * Learn the pre-shipment and post-shipment documentation requirement.



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	P02, PS03, P04, PS02, PS04
• C02	P01, PS01, P04, PS03
• C03	P01, P02, PS04
• C04	P02, PS03, P04, PS04

BFBE0405: GREEN SUPPLY CHAIN MANAGEMENT

Introduction: This subject attempts to facilitate the importance of sustainable practices in the field of supply chain management.

Objective: To enable the student to understand and apply continuous improvement techniques and value stream mapping to reduce waste and environmental impacts in managing supply chain.

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Sustainability, Green Supply Chain; meaning and definition, Importance of sustainable practice in supply chain management, Managing and preventing exploitation of resources in Supply chain. Green procurement: vendor evaluation and sensitivity analysis. Closed Loop Supply chains, Managing Reverse Logistics, Recycling of logistics, Humanitarian Logistics; Concept and Practices, Case Study: Whirlpool corporation	22
II	Reverse Logistics, Recent trends in green supply chain management; environmental impacts of supply chains. Concept of Value Engineering Projects, Monitoring cost and environmental savings due to value engineering projects, Greenhouse gases and Carbon foot protocol: Impact on Supply chain management, Promotion of Green Supply chain through CSR practices; cases in India. Green supply chain performance evaluation; Benefits, methodology.	23

Reference Books/ Text Books / Cases:

- * Doherty, S. and Hoyle, S., Supply chain decarbonization: the role of logistics and transportation in reducing supply chain carbon emission
- * Mangan, J., & Lalwani, C. Global logistics and supply chain management. John Wiley & Son
- * Hugos, M. H. Essentials of supply chain management. John Wiley & Sons.

Focus: This course is focus on Skill Development aligned with CO1 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand basic concepts of Green SCM on different setups.
- * Recognize skills necessary for building and managing relationships with customers, and stakeholders.
- * Understand the various types of SCM and importance of green SCM.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO2, PS02, PO3, PS04
• CO2	PO1, PS01, PO2, PS04
• CO3	PO1, PS02, PO3, PS03



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Course Curriculum

[Bachelor of Business Administration - Family Business (BBA-FB)]

• C04	PO2, PS03, PO4, PS04
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BFBE0406: STRATEGIC AND IMPLEMENTATION ISSUES IN SCM

Introduction: The subject Supply Chain Management posits the emerging awareness and related aspects along with the applications of SCM in business.

Objective: To provide a contemporary and forward-looking on the theory and practice of Supply Chain Management & to train the students to develop the basic understanding of how SCM enriches the business organizations in achieving a multidimensional growth

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Supply Chain Management Concepts, Objectives, Information and Material flows in the Supply Chain, Supply Chain Planning, Supply Chain Decision Making, Managing uncertainties in Supply chain, Benefits of Supply Chain Management in Industry. Supply Chain Process Cycles, Supply Chain Integration, Bullwhip effect in Supply Chain, Information Systems and Processing in Supply Chain. Inventory Planning and control. Need and Role of an Information System in SCM, Enterprise Resource Planning (ERP), Concept of SAP in Supply chain,	23
II	Current Trends of use of IT in SCM, Use of IT enabled technologies /services in Logistical system. Bar-coding, Tierization of suppliers. Vendor Managed Inventory, Hub and Spoke concept, Dynamic pricing, Third Party Logistics (3 PL's) providers, Fourth Party Logistics (4 PL's) providers, Reverse Logistics, Green Logistics, Cross docking, Risk Pooling, Trans shipment, Radio Frequency Identification, Electronic Data interface, Lean operations. Supply Chain Integration.	22

Reference Books/ Text Books / Cases:

- * Business Logistics / Supply Chain Management , Ballou, Donald H. and S. Srivastava, Pearson Education.
- * Supply Chain Management - Strategy, Planning and Operation, Chopra, Sunil and Peter Meindl, Prentice Hall of India.
- * Supply Chain Management - Test and Cases, Janat Shah, Pearson.
- * Essentials of Supply Chain Management, Mohanty R. P and S. G. Desmukh, Phoenix publishing.

Focus: This course is focus on Entrepreneurship aligned with CO1, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Learn about the concept and objective of supply chain management,
- * Understanding and pursuing a career in consulting or seeking position in Operations.
- * Recognizing different Basic tools for effective and efficient Supply chain management.
- * Highlighting the various applications of SCM in business and how to sustain in this competitive environment.



Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	P02, PS03, P04, PS02, PS04
• C02	P01, P02, PS01, P03, PS04
• C03	P02, P03, PS02, P03, PS04
• C04	P02, PS03, P03, PS04



BFBE0407: PERFORMANCE METRICS AND MODELING

Introduction: The subject aims to articulates the importance of performance metrics and modeling for sustainable business model

Objective: To make students understand concepts related to performance metrics and make them aware of how decisions are taken for the betterment of the business

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Concept of Metrics, Types of Metrics-Economic Metrics Indicators Stock market, Gross Domestic Product and Labour market Data; Operational Company Metrics indicators cost per click, cost per Acquisition, Absenteeism Rate, Overtime Hours, Lead to Opportunity Ratio, Lead Conversion Ratio; Project Portfolio Management: an Insight to scale up more than one project and its process. Performance Metrics: Introduction-Performance management: stages of employee development-coaching, corrective action and termination.	23
II	Concept of key performance Indicator- Financial (EBIT, EVA, Liquidity Ratio, Net Cash Flow, Gross Profit Margins) and Customer (360 degree customer view, support cost Vs Revenue) Focused, Difference between KPIs and Operational Metrics Model Evaluation: Metrics of performance evaluation(employee attendance, helpfulness, efficiency, initiative, quality) Methods of performance evaluation(Paired Comparison, Graphic Rating, 720 Degree Evaluation, competency on a scale, critical incident method, profitability evaluation) Methods of model comparison and Model selection	22

Reference Books/ Text Books / Cases:

- * David Newton, Business Models for Entrepreneurial Ventures, E3 Free Market Press
- * Scott R. Herriott, Metrics for Sustainable Business, Routledge
- * Martin Klubeck, Metrics-How to Improve Key Business Results, Apress

Focus: This course is focus on Entrepreneurship aligned with CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the performance metrics and their importance.
- * Recognize the concept of key performance management indicator in taking business decision.
- * Summarizing the difference between KPI's and operational metrics.
- * Understand the importance and methods of performance evaluation.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO2, PS03, PO4, PS04



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Course Curriculum

[Bachelor of Business Administration - Family Business (BBA-FB)]

• C02	P01, PS01, P02, PS03
• C03	P02, PS02, P03, PS04
• C04	P01, P03, PS01, PS04

BFBE0408: ENTERPRISE RESOURCE PLANNING

Introduction: The subject recent Enterprise Resource Planning posit the general awareness and related aspects and current trends enterprises and their executions. To study the systems that help to link the enterprise

Objective: To enable the students in terms of appearing for competitive exams whereby they understand how to become tech savvy to face the new challenges emerging in the market

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: ERP, Need for Enterprise Resource Planning, Evolution of Enterprise Resource Planning, Issues to be consider in planning, design and Implementation of ERP. Reasons for the Growth of ERP, Various Modules of ERP; Advantage & Disadvantages of ERP. Identify the international issues of implementation of ERP. ERP and Related Technologies; Business Process Reengineering (BPR); Management Information System (MIS); Executive Information System (EIS); Decision support System (DSS);	22
II	Reasons for the growth of ERP. scenario and justification of ERP in India,, Failure & Success factors of ERP Implementation. ERP implementation methodology and guidelines for ERP implementation, Introduction to E-CRM: difference between CRM & E-CRM, features of E-CRM. Sales Force Automation (SFA) : Definition & need of SFA. Discuss the roles of consultants, vendors and users in ERP implementation.	23

Reference Books/ Text Books / Cases:

- * Paul Greenberg, CRM at the Speed of Light: Social CRM Strategies, Tools, and Technologies for Engaging Your Customer, 4th Edition, McGraw Hill .
- * Vinod Kumar Garg, N. K. Venkita Krishna, Enterprise resource planning, PHIMartin Klubeck, Metrics-How to Improve Key Business Results, Apress

Focus: This course is focus on Development aligned with CO1, CO3a nd CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the important function of various business software such as ERP AND CRM.
- * Comprehending the concept of business process reengineering.
- * Identifying the sills required in present scenario for building and managing relationships with major stakeholders
- * Understanding and retaining the ERP implementation methodology and sales force automation (SFA).

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO1, PS02, PO4 ,PS02, PS04



• C02	P02, PS02, PS03
• C03	P01, PS01, P03, PS02, P04, ,PS04
• C04	P02, PS03, P04, PS04

BFBC0807: BUSINESS WISDOM-VI

Introduction: It would provide the opportunity to the students to further their understanding on the topic of wisdom and how it is imperative for the success of any business

Objective: To enable the students to gain insights into the making of a successful brand as well as lessons to be learnt from failed businesses and related concepts.

Credits: 02

Semester VI

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Brand management – examples from successful and unsuccessful business and lessons to be learnt from them</p> <p>Business registration and related licensing : its procedure, documentation and other issues involved with regard to starting a business or renewing existing documents</p> <p>Logistics management (with a special reference to online portals like flipkart, snapdeal and amazon) and how its proper handling ensures better business</p> <p>Lessons to be learnt from failed business enterprises and how to use them for ensuring better performance of one's own firm</p> <p>Videos of business meetings, best HR practices and of successful entrepreneurs specifically highlighting the challenges as faced by them</p> <p>General knowledge on stock markets and MCX functioning, trading of shares and other related instruments like Mutual Funds and concepts like portfolio management</p> <p>Frequently used words and phrases of international languages as used in day-to-day conversation and found in business discussions</p> <p>Discussion on Budget in the form of its impact on the respective business domains of the students and how the same could be used for betterment of business avenues</p>	22
II	<p>Procedure to get quality assurance and training certificates and understanding how they play a crucial role in the smooth functioning of an organization</p> <p>Sessions with experts from various fields where they would share their experiences related to their respective areas and bring the students in line with the contemporary trends in business</p> <p>Discussion on career opportunities as lie ahead apart from business and the rationale for the same depending on the requirements of the students including discussion on higher studies avenues</p> <p>Understanding of the economic terms as applicable on a business and how learning them could make business easier</p> <p>HRM solutions for SMEs and MSMEs- recruitment of skilled personnel and understanding how effective recruitment plays a crucial role in the</p> <p>Investment avenues as available for a businessperson and how they can be used to further the cause of business</p>	23



	Case study discussions on various business scenarios and domains as found in an organization	
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Reference Books/ Text Books / Cases:

- * Ceserani, J. & Greatwood, P. Innovation and Creativity. New Delhi: Kogan Page India Pvt. Ltd
- * Dyer, J., Gregersen, H. & Christensen, C. M. The Innovator's DNA. Harvard Business School Press.
- * Ramachandaran, K. Managing a New Business Successfully, New Delhi: Global Business Press
- * Jain, R. Governance of Family Firms. New Delhi: Macmillan India Ltd.
- * Relevant case studies

Focus: This course is focus on Employability aligned with CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand how to pitch themselves in front of various stakeholders
- * Hone their persona with regard to being more convincing and knowledgeable
- * Understand the various investment options as applicable for a business person
- * Analyze a case study in an effective manner pertaining to a business scenario.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• CO1	PO2, PS03, PO4, PS04
• CO2	PO1, PS01, PO3, PS02
• CO3	PO2, PS02, PS03
• CO4	PO2, PS03, PO4, PS04

BFBC0808: PRACTICAL ON MANAGERIAL APTITUDE-II

Introduction: This course has been designed in a way that it carries forward the learning of the previous semester with regard to inculcating various business-related aspects in the students' personality..

Objective: To help students understand what goes into making a successful business. To develop a better awareness in the students regarding the intelligence as required in today's times.

Credits: 02

Semester VI

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Development of a Business Manager: The concepts related to how a business manager approaches his work issues related to starting a New Business. B-Plan preparation. Venture-Challenges faced while one goes for putting business ideas to fruition. How to become a successful entrepreneur? Stories of successful Indian entrepreneurs. Samples Business Plans of various industries such as Telecom, Hospitality, Retail, e-Commerce.</p> <p>Corporate communication: Types of Communication, Communication Network, The C's of Good Communication, Barriers of Communication, Introduction. Elements of Business Presentation, Visual & Audio aids in Presentation. Designing a Presentation, Effective listening.</p> <p>Financial System & legal Environment: Recent financial system; Money & Capital market, EXIM Policy, FEMA, and Role of FII & FDI. FDI provisions in the Indian context</p>	22
II	<p>Economic & Political Environment: Economic Systems, NITI Aayog: Roles and responsibilities, Industrial Policy 1991, Policy for Small Scale Industry (MSME Act), Competition Act 2002.</p> <p>Employment Communication: Group Discussions: Introduction, Concept, Purpose, Types of Group Discussion Strategies to Succeed, Dos and Don'ts, Concept, Purpose, Types of Interview, Tips for Success in Interviews, Employer's Preparation, Dos and Don'ts. Media Management: Press Release, Press Report, Press Conferences, Public Speaking. Meetings, Negotiation, Nature and Factors affecting Negotiation, Process of Negotiation, Managerial Importance of Negotiations, Negotiation Strategies.</p>	23

Reference Books/ Text Books / Cases:

- * Mohan, Krishna & Banerji M. Developing Communication Skills. Macmillan Pub. India Ltd.
- * Sharma, R. C. & Mohan, K. Business Report Writing and Correspondence: Practical Approach to Business and Technical Communication. 3rd Edition. TMH.
- * Chaturvedi, P. D., & Chaturvedi, M. Business Communication: Concepts, Cases
- * Aswathappa, K. Essentials of Business Environment. Himalaya Publishing House.
- * Cherunilam, F. Business Environment. 18th edition. Himalaya Publishing House.
- * Paul, J. Business Environment. 3rd Edition. Tata McGraw-Hill Publication and Applications. Pearson Education

Focus: This course is focus on Skill Development aligned with CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:



- * Understand and give presentations, both formal and informal.
- * Understand different forces impacting decision making in businesses around
- * Comprehend how to map different business opportunities existing in the market.
- * Understand current business practices lasted emerging opportunities and issues.

Mapping of Course Outcomes(Cos) with Program Outcomes(Pos) and Program Specific Outcomes (PSOs)	
COs	Pos and PSOs
• C01	PO1, PO3, PS03, PS04
• C02	PO1, PS01, PO3, PS02, PS04
• C03	PO2, PS02, PO3, PS04
• C04	PO2, PS03, PO4, PS04



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COURSE STRUCTURE

(UNDER CBCS)

OF

BACHELOR OF BUSINESS ADMINISTRATION (HONOURS)

[BBA (H)]

I, II & III YEAR

(SESSION 2020-21)



First Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BBHC0001	Essentials of Management	CORE	4	0	0	4	4
2	BBHC0002	Economic Concepts & Practices	CORE	3	1	0	4	5
3	BFBC0002	Quantitative Aspects of Business	CORE	3	1	0	4	5
4	BBAC1002	Fundamentals of Accounting	CORE	3	1	0	4	5
5	BCHS0102	Environmental Studies	AECC	2	0	0	2	2
6	BBHC0800	Developing Competitive Edge – I	SEC	0	0	4	2	4
7	BBHC0801	Managerial Aptitude – I	SEC	0	0	4	2	4
		Total					22	29

Second Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BBHC0003	Organisation and Administration for Business	CORE	4	0	0	4	4
2	BBHC0004	Managing Equality & Diversity	CORE	4	0	0	4	4
3	BFBC1005	Accounting for Managers	CORE	3	1	0	4	5
4	BBAO1102	Human Values and Professional Ethics	GE	4	0	0	4	4
	BEL00011	Remedial English						
5	BBAC0015	Fundamentals of Computers and Data Handling	AECC	2	0	0	2	2
6	BBHC0802	Developing Competitive Edge – II	SEC	0	0	4	2	4
7	BBHC0803	Managerial Aptitude – II	SEC	0	0	4	2	4
		Total					22	27

Third Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BBAC0006	Marketing Management	CORE	4	0	0	4	4
2	BBAC1012	Human Resource Management	CORE	4	0	0	4	4
3	BFBC0008	Financial Management of Business	CORE	3	1	0	4	5
4	BFBC0009	Entrepreneurship & Management of Family Business	CORE	4	0	0	4	4
5	BBAC0010	Business Research	CORE	4	0	0	4	
6	BALO0105	Mercantile Law	GE	4	0	0	4	4
	BALO0103	Patent and Copyright Law						
7	BBHC0804	Developing Competitive Edge - III	SEC	0	0	4	2	4
8	BBHC0805	Managerial Aptitude – III	SEC	0	0	4	2	4
		Total					28	29

Fourth Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BBHC0005	Hospitality Management	CORE	4	0	0	4	4
2	BBAC0013	International Business Management	CORE	4	0	0	4	4
3	BBHC0006	Event Management	CORE	4	0	0	4	4
4	BBHC0007	Mass Communication	CORE	4	0	0	4	4
5	BALO0106	Company Laws	GE	4	0	0	4	4
	BALO1108	Consumer Protection Laws						
6	BBAO0101	Internet & E-Commerce	GE	4	0	0	4	4
	BBAO0105	Management Information System						
7	BBHC0806	Developing Competitive Edge – IV	SEC	0	0	3	2	3
8	BBHC0807	Managerial Aptitude – IV	SEC	0	0	3	2	3
		Total					28	30

Fifth Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BBHC0008	Business Analytics	CORE	4	0	0	4	4
2		Specialization Elective 1 (Group A)	DSE	4	0	0	4	4
3		Specialization Elective 2 (Group A)	DSE	3	1	0	4	5
4		Specialization Elective 1 (Group B)	DSE	4	0	0	4	4
5		Specialization Elective 2 (Group B)	DSE	3	1	0	4	5
6	BBHC0808	Developing Competitive Edge – V	SEC	0	0	4	2	4
7	BBHC0809	Managerial Aptitude – V	SEC	0	0	4	2	4
8	BBHJ0961	Summer Training Project Report & Presentation	DIS/PROJ	0	0	0	3	-
		Total					27	30

Sixth Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BBHC0009	Business Policy and Strategic Management	CORE	4	0	0	4	4
2		Specialization Elective 3 (Group A)	DSE	4	0	0	4	4
3		Specialization Elective 4 (Group A)	DSE	4	1	0	4	5
4		Specialization Elective 3 (Group B)	DSE	4	0	0	4	4
5		Specialization Elective 4 (Group B)	DSE	4	1	0	4	5
6	BBHC0810	Developing Competitive Edge - VI	SEC	0	0	4	2	4
7	BBHC0811	Managerial Aptitude – VI	SEC	0	0	4	2	4
8	BBHJ0962	Research Project Report & Presentation	DIS/PROJ	0	0	0	3	-
		Total					27	30



ELECTIVES - Fifth Semester

S. No.	Code	Subject	Cat	L	T	P	C
GROUP 1: HUMAN RESOURCE							
1	BBAE0101	Training & Development	DSE	4	0	0	4
2	BBAE0102	Industrial Relations	DSE	4	0	0	4
3	BBAE0103	Group Dynamics & Team Building	DSE	4	0	0	4
4	BBAE0104	Compensation & Reward Management	DSE	4	0	0	4
GROUP 2: MARKETING							
5	BBAE0201	Sales & Distribution Management	DSE	4	0	0	4
6	BBAE0202	Rural Marketing	DSE	4	0	0	4
7	BBAE0203	International Marketing	DSE	4	0	0	4
8	BBAE0204	Digital Marketing	DSE	4	0	0	4
GROUP 3: FINANCE							
9	BBAE0301	International Financial Management	DSE	3	1	0	4
10	BBAE1302	Management of Financial Institutions & Services	DSE	3	1	0	4
11	BBAE0303	Cost Accounting for Business Managers	DSE	3	1	0	4
12	BBAE0304	Working Capital Management	DSE	3	1	0	4
GROUP 4: ENTREPRENEURSHIP & FAMILY BUSINESS							
13	BFBE0301	Managing Small & Family Business	DSE	4	0	0	4
14	BFBE0302	Project Planning & Management	DSE	4	0	0	4
15	BFBE0303	e-Business	DSE	4	0	0	4
16	BFBE0304	Modern Office Management	DSE	4	0	0	4
GROUP 5: BANKING & INSURANCE							
17	BBAE0401	Principles and Practices of Life Insurance	DSE	4	0	0	4
18	BBAE0402	Functional Aspects of Banking	DSE	4	0	0	4
19	BBAE0403	Insurance Laws and Environment	DSE	4	0	0	4
20	BBAE0404	e-Banking	DSE	4	0	0	4
GROUP 6: INTERNATIONAL BUSINESS							
21	BFBE0201	International Business Environment	DSE	4	0	0	4
22	BCME0401	Management of International Trade	DSE	4	0	0	4
23	BCME0402	International Logistics	DSE	4	0	0	4
24	BCME0403	International Treaties and Conventions	DSE	4	0	0	4
GROUP 7: HOSPITALITY MANAGEMENT							
25	BBHE0101	Emerging Trends in Hospitality	DSE	4	0	0	4
26	BBHE1102	Legal & Social Practices in Hospitality	DSE	4	0	0	4
27	BBHE0103	Hospitality Marketing & Sales	DSE	4	0	0	4
28	BBHE0104	Strategic Hospitality Management	DSE	4	0	0	4
GROUP 8: EVENT MANAGEMENT							
29	BBHE0201	Event Management Planning	DSE	4	0	0	4
30	BBHE0202	Event Production Process	DSE	4	0	0	4
31	BBHE0203	Event Cost Accounting & Finance Management	DSE	4	0	0	4
32	BBHE0204	Event Marketing & Sponsorship	DSE	4	0	0	4



ELECTIVES - Sixth Semester

S. No.	Code	Subject		L	T	P	C
GROUP 1: HUMAN RESOURCE							
1	BBAE0105	Negotiation & Counseling	DSE	4	0	0	4
2	BBAE0106	International Human Resource Management	DSE	4	0	0	4
3	BBAE0107	Leadership Skills & Change Management	DSE	4	0	0	4
4	BBAE0108	Labour Laws	DSE	4	0	0	4
GROUP 2: MARKETING							
5	BBAE0205	Marketing of Services	DSE	4	0	0	4
6	BBAE0206	Retail Management	DSE	4	0	0	4
7	BBAE0207	Product & Brand Management	DSE	4	0	0	4
8	BBAE0208	Customer Relationship Management	DSE	4	0	0	4
GROUP 3: FINANCE							
9	BBAE0305	Investment Management	DSE	3	1	0	4
10	BBAE0306	Taxation Laws	DSE	3	1	0	4
11	BBAE0307	Personal Financial Planning	DSE	3	1	0	4
12	BBAE0308	Corporate Accounting	DSE	3	1	0	4
GROUP 4: ENTREPRENEURSHIP & FAMILY BUSINESS							
13	BFBE0305	Creativity & Innovation	DSE	4	0	0	4
14	BFBE0306	Materials Management	DSE	4	0	0	4
15	BFBE0307	Social Responsibility of Business	DSE	4	0	0	4
16	BFBE0308	Export Procedure and Documentation	DSE	4	0	0	4
GROUP 5: BANKING & INSURANCE							
17	BBAE0405	Principles and Practices of General Insurance	DSE	4	0	0	4
18	BBAE0406	Banking Laws & Environment	DSE	4	0	0	4
19	BBAE0407	Marketing of Financial Products and Services	DSE	4	0	0	4
20	BBAE0408	Management of Commercial Bank	DSE	4	0	0	4
GROUP 6: INTERNATIONAL BUSINESS							
21	BCME0404	Cross Cultural Issues in International Business	DSE	4	0	0	4
22	BCME0405	International Ethical and Legal Issues	DSE	4	0	0	4
23	BBAE0203	International Marketing	DSE	4	0	0	4
24	BFBE0202	International HR & Strategic Issues	DSE	4	0	0	4
GROUP 7: HOSPITALITY MANAGEMENT							
25	BBHE0105	Tourism & Travel Management	DSE	4	0	0	4
26	BBHE0106	Hotel & Catering Management	DSE	4	0	0	4
27	BBHE0107	Leisure Management	DSE	4	0	0	4
28	BBHE0108	Health & Wellness Management	DSE	4	0	0	4
GROUP 8: EVENT MANAGEMENT							
29	BBHE0205	Managing Special Events	DSE	4	0	0	4
30	BBHE0206	Event Team & Crew Management	DSE	4	0	0	4
31	BBHE0207	Event Resource Management	DSE	4	0	0	4
32	BBHE0208	Event Hospitality & Media Management	DSE	4	0	0	4



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DETAILED SYLLABUS

(UNDER CBCS)

OF

BACHELOR OF BUSINESS ADMINISTRATION (HONOURS)

[BBA (H)]

BBHC0001: ESSENTIALS OF MANAGEMENT

Introduction: This course would give insights into the basics of management which any student needs to have while studying a course in management.

Objective: Make the students aware of the essentials of management thereby enabling them to understand the basic theories and concepts of management.

Credits: 04

Semester I

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Nature of Management: Meaning, Definition, nature & purpose, importance & Functions, Management as Art, Science & Profession, Management as social System Concepts of Management-Administration-Organization.</p> <p>Development of Evolution of Management Thought: Contribution of F.W. Taylor, Henri Fayol, Elton Mayo, Chester Barhard & Peter Drucker to the management thought. Japanese vs. American Management, Modern Thoughts of Management</p> <p>Management Process and Skills: Management Functions, Management Skills, Levels of Management, SWOT Analysis</p> <p>Planning: Concept, Nature, Importance, Steps in Planning, Types of Plan, Barriers to Effective Planning, levels –advantages & limitations, MBO.</p> <p>Decision Making: Concept, Process of rational Decision Making, Techniques of Decision Making</p>	23
II	<p>Fundamentals of Organising: Concept, Departmentation, Matrix Organisation Structure</p> <p>Authority: Delegation of Authority, Centralization and Decentralization</p> <p>Staffing: Meaning & Importance, Factors affecting Staffing</p> <p>Fundamentals of Directing: Concept, Nature, Importance, Principles</p> <p>Communication: Types & Importance</p> <p>Leadership: Meaning, Styles, Qualities & Function of leader</p> <p>Fundamentals of Controlling: Need, Nature, importance, Process & Techniques, Essentials of Effective Control System, Causes of Resistance to Control</p> <p>Coordination: Need – Importance</p>	22

Reference Books/ Text Books / Cases:

- * Gupta, C. B. Management concept & practices. New Delhi: Sultan Chand & Sons.
- * Koontz, H. & Weibrich, I. Essential of management. Singapore: McGraw-Hills International.
- * Stoner, Freeman, Gilbert Jr. "Management" Prentice Hall.
- * Robins "Fundamentals of Management" Pearson Education Asia.
- * Prasad, L. M. Principles and practice of management. New Delhi: Chand & Sons.
- * Tripathi, P. C. & Reddy P. N. Principles of management. New Delhi: Tata McGraw Hill.

Focus: This course is focused for Employability aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Discuss the basic concepts and principles of management.
- * Understand about new developments in management.
- * Explain the fundamentals of components of POSDCORB.

* Discuss the various aspects of communication, leadership and controlling function of management.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PO3
CO3	PSO3
CO4	PSO4

BBHC0002: ECONOMIC CONCEPTS & PRACTICES

Introduction: The subject aims to enable the students to grasp the details as to how things function at the economic front for any economy

Objectives: To make students understand concepts related to economy and make them aware of how decisions are taken for the betterment of the same.

Credits: 04

Semester I

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Economics: Definition & Scope of Economics, Basic Assumptions – Ceteris Paribus & Rationality, Types of Economic Analysis, Kinds of Economic decisions, Economic Principles relevant to Managerial Decisions.</p> <p>Demand and Supply Analysis: Concept, Types of Demand, Determinants of Demand and Supply, Law of demand and Supply, Elasticity of demand, Types of elasticity of demand – Price, Income and Cross elasticity, Elasticity of Supply. Demand Forecasting</p> <p>Production Concepts: Meaning and Concept of Production, Factors of Production and Production Function, Fixed and Variable Factors, Law of variable proportion, Law of returns to a scale through the use of ISOQUANTS.</p> <p>Cost Concepts: Concept and Types of Cost, Long Run and Short Run Cost, Economies and Diseconomies of Scale</p> <p>Money Supply and Inflation: Demand and Supply of money, Concept of money supply. Inflation – Types of inflation, causes of Inflation</p>	22
II	<p>Revenue Curve: Concept of Revenue, Different Types of Revenues, concept and shapes of Total Revenue, Average revenue and marginal revenue, Relationship between Total Revenue, Average revenue and marginal revenue, Elasticity of Demand and Revenue relation</p> <p>Market Structure and Market Morphology: Perfect Competition-Features, Determination of Price and Output. Monopoly- Features, Determination of Price and Output, Concept of Price Discrimination. Monopolistic Competition-Features, Determination of Price and Output. Oligopoly-Features, Determination of Price and Output, Price Rigidity Model.</p> <p>Macro Economic Aspects of Managerial Decisions – Introduction to MacroEconomics, Concept of National Income, GDP, GNP, NDP, NNP, Methods of Measuring National Income, Circular flow of economic activities and Income, Concept of Saving, Income and Investment.</p> <p>Business Cycles: Definition, Features and Phases of Business cycles, Effects of Business cycles and Controlling Business cycles</p>	23

Reference Books/ Text Books / Cases:

* Geetika, Ghosh, P., & Chodhury, P. R. *Managerial economics*. New Delhi: Tata McGraw Hill.

- * Dwivedi, D N. *Macro economics*. New Delhi: Tata McGraw Hill.
- * Mehta, P L. *Managerial economics*. New Delhi: Sultan Chand & Sons.
- * Varshney, R. L. & Maheswari, K. L. *Managerial economics*. New Delhi: Sultan Chand & Sons.
- * Gupta, Managerial Economics, Tata McGraw Hills
- * Koutsoyiannis, A Modern Micro Economics, Palgrave Macmillan Publishers, New Delhi.
- * H. L Ahuja Advanced Economic Analysis, S. Chand & Co. Ltd, New Delhi. 7.
- * G.S Gupta, Managerial Economics, Tata McGraw Hill.
- * K.K .Dewett, Modern Economic Theory, S. Chand Publication

Focus: This course is focused for Employability aligned with CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Explain the micro and macroeconomic concepts related to making prudent business decisions.
- * Interpret the application of economic principles in the field of business management
- * Outline the application of various revenue cost and production theories in business management.
- * List different types of market structures.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO3/PO3
CO3	PSO4
CO4	PSO3

BFBC0002: QUANTITATIVE ASPECTS OF BUSINESS

Introduction: The course will enable the students in terms of understanding the quantitative aspects related to business thereby enhancing their skills.

Objective: Studying this subject would improve the mathematical abilities and statistical skills of the students and help them in understanding related concepts.

Credits: 04**Semester I****L-T-P : 3-1-0**

Module No.	Content	Teaching Hours (Approx.)
I	Matrices: Addition, Subtraction, Multiplication of matrices, Inverse of matrices, Solution of systems of linear equations and its applications. Linear Programming: Formulation of Linear Programming Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Applications of Linear Programming. Role of Statistics in Business, Classification & presentation of data with the help of MS-Excel. Application of measures of central tendency -Mean, Mode, Medium, and measures of dispersion Range, Quartile Deviation, Standard deviation in business decision making, Skewness Kurtosis.	22
II	Time Series - Components of time Series -Additive and multiplicative models, Measurement of Trend - Semi Average method - Moving Average method - Method of Least Squares - Measurement of Seasonal Variations - Simple Average Method - Ratio to Moving Average Method, ratio-to-trend method, Index Numbers - Un weighted Index Numbers, weighted Index Numbers: Laspeyres, Paasche, Fisher, Bowley's and Marshall - Edgeworth's method, Cost of Living Index Number - Test on index Numbers. MS-excel based application to address the issues of Time series. Correlation - Karl Pearson's Correlation - Rank Correlation. Regression- Fitting regression equations, Uses of Regression in Business Problems.	23

Reference Books/ Text Books / Cases:

- * Sharma, J. K. Business Mathematics. New Delhi: Ane Books (P) Ltd.
- * Bajpai, N. Business Statistics. New Delhi: Pearson Education (P) Ltd.
- * Levin, R. I. Statistics for Management. New Delhi: Pearson Education (P) Ltd.
- * Beri, G. C. Business Statistics. New Delhi: Tata McGraw Hill Publishing Company Ltd.
- * Gupta, S.C. Fundamentals of Statistics. New Delhi: Himalaya Publishing House

Focus: This course is focused for Skill development aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Analyse the basic concepts of business statistics and its use in different business-related issues.
- * Interpret and solve a real-life business problem using the concepts of statistics.
- * Understand the business & industry problems, along with working out their solutions in the current scenario.

Understand the statistical tool and techniques used through SPSS software.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

*

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO3/PO2
CO3	PSO2
CO4	PSO4

Introduction: This subject of financial accounting has been designed in such a way that the students get a first-hand exposure to the fundamentals of accounting principles

Objective: To enable the students gain insights into the fundamental principles of accounting and use them in day-to-day business scenarios

Credits: 04

Semester I

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Accounting: Theoretical framework (meaning, scope and usefulness of Accounting, Accounting Principles & Conventions) Glossary associated with modern factors of Accounting.</p> <p>Recording: Double Entry System, Recording of Cash and Bank Transactions, Practical Numerical of different entities.</p> <p>Ledger: Preparation of Ledger Accounts, Modern Numerical Problem of Ledger Posting procedure.</p> <p>Trial Balance: Numerical Problems on Preparation and rectification of errors. Modern used methods for the correction of Trial Balance, its interpretation and usefulness.</p> <p>Subsidiary Books: Books of Prime Entries, Measurement and Valuation of Accounting Estimates, Numerical associated with the respective books.</p>	22
II	<p>Concept of Depreciation: Depreciation Policy, Methods, Computation and Accounting Treatment, Different Substantial Methods followed by modern industries.</p> <p>Final Accounts: Preparation of Final Accounts of a Profit Making Concern, Not-for-Profit Making Concern, and Under Single Entry System including conversion of single entry system into double entry system, and Accounting for Special Transactions.</p> <p>Shares and Share Capital: Introduction to Joint Stock Company, Shares, Share Capital, Accounting Entries, Under Subscription, Oversubscription, Calls in Advance, Calls in Arrears, Issue of Share at Premium, Issue of Share at Discount, Forfeiture of Shares, Re-issue of Shares.</p> <p>Debentures: Classification of Debentures, Issue of Debentures, Accounting Entries with respect to debentures and bonds.</p>	23

Reference Books/ Text Books / Cases:

- * Gupta, P. C. Financial Accounting. Agra: Jawahar Publications
- * Tulsian, P. C. Financial accountancy. New Delhi: Pearson Education.
- * Maheswari, S. N. Financial accounting for management. Mumbai: Vikas Publishing House
- * Naseem, A. Fundamentals of financial accounting. New Delhi: Ane Publication

Focus: This course is focused for Skill development aligned with CO3

Intended Outcomes: After completion of the course, student will be able to:

- * Understand fundamental concepts and principles of accounting
 - * Classify the techniques for preparing and presenting the accounts.
 - * Discussion of the roles of accounting plays in the overall set-up of a business
- Demonstrate the fundamentals of shares (and share capital)

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO2/PO3
CO3	PSO3
CO4	PSO3

BCHS 0102: ENVIRONMENTAL STUDIES

Credits: 02

Semester: I / III

L-T-P: 2-0-0

Objective: To create awareness in every Graduating student about the importance of environment, the effect of technology on the environment, eco-balance and make them sensitive towards environmental concerns for their Professional Endeavors.

Module No.	Content	Teaching Hours
I	Introduction & Concept of Ecosystem Environment: Definition, Scope, Importance, Natural Resources Ecosystem: Concept, Structure & Function, Producers, Consumers & Decomposers; Energy Flow in the Ecosystem, Ecological Succession, Food Chains, Food Webs & Ecological Pyramids.	8
II	Types of Ecosystem & Environmental Pollution: Introduction, Types, Characteristics, Features, Structure & Functions of - Forest Ecosystem, Grassland Ecosystem, Desert Ecosystem & Aquatic Ecosystems- Ponds, Streams, Lakes, Rivers, Oceans, Estuaries. Definition, Causes, Effects & Control Measures of - Air Pollution, Water Pollution, Land/ Soil Pollution, Noise Pollution, Thermal Pollution. Solid Waste Management: Causes, Effects & Control Measures of Urban & Industrial Wastes.	10
III	Human Population & the Environment: Family Welfare Programme, Environment & Human Health, Human Rights, Role of Information Technology in Environment & Human Health From Unsustainable to Sustainable Development, Urban Problems Related to Energy. Climate Change: Global Warming, Acid Rain, Ozone Layer Depletion, Nuclear Accidents & Holocaust; Water Conservation, Rain Water Harvesting, Watershed Management Environmental Protection Act, Air (Prevention & Control of Pollution) Act, Water (Prevention & Control of Pollution) Act, Wildlife Protection Act, Forest Conservation Act.	10

Text Book:

* K.M. Gupta, (2009), "Environmental Studies, Umesh Publications, New Delhi, 2nd ed.

Reference Books:

- Devendra S. Bhargava (2005), "Foundation of Environmental Studies", Galgotia Publications Pvt. New Delhi, 1st ed
- S. Deswal & A. Deswal (2010), "Environmental Ecology", Dhanpat Rai & co. New Delhi.
- M. Anji Reddy (2008), "Textbook of Environmental Science & Technology", BS Publications, Hyderabad.

Intended Outcome: At the end of this course, the student is expected to understand about the constitution of environment, precious resources in the environment and their conservation & role of human being in maintaining eco-balance by promoting practices for sustainable development.

Approved



BBHC0800: DEVELOPING COMPETITIVE EDGE-I

Introduction: This subject has been designed keeping in mind the quantitative and reasoning requirements of those students who intend to pursue higher education in various fields

Objective: To enable students in terms of appearing successfully for management and other entrance exams by focusing upon quantitative and reasoning aspects.

Credits: 02

Semester I

L-T-P: 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Quantitative Aptitude: Speed Mathematics: Short and effective techniques for basic calculation, Vedic math tricks , Divisibility Rules,</p> <p>Percentage: Meaning, Short cut approach, converting “%” to fractions, Comparing fractions, Successive change method.</p> <p>Profit, loss : Basic approach , Percentage based method, effective Discounts , offers,</p> <p>Reasoning Ability: Blood Relation: General approach, family tree method, relation puzzles, coded relation</p> <p>Logic Games: Quantitative Aptitude: Sudoku: Number based</p> <p>Partnership: Ratio of division of profit when investment duration is same /different</p> <p>SI and CI: Short cut method , Installment Calculation under Simple Interest, , Installment Calculation under Compound Interest</p>	22
II	<p>Reasoning Ability: Brain Teasers: Riddles,</p> <p>Direction sense: Cardinal directions , inter cardinal directions, compass based problems , shadow based problems</p> <p>Simple Equation: Problem on ages, problems on distributions, one and two variable based questions.</p> <p>Ratio Proportion and Variation: Ratio proportion basics, Chain rule , Traditional method , Direct and Inversely proportional method,</p> <p>Reasoning Ability: Non Verbal(Pictorial): pattern recognition , finding missing picture, Odd one out</p> <p>Puzzles: Logic based puzzles</p> <p>Calendar: Leap year and ordinary year “odd days” concept , repetition of calendar, Finding the weekday of a date when a reference date is given.</p>	23

Reference Books/ Text Books / Cases:

- * How to prepare for Quantitative aptitude test for CAT , by Arun Sharma, Fifth edition, T.M.H publication
- * How to Crack Test of Reasoning: In All Competitive Exam , by jaikishan and premkishan, Arihant publication
- * Analytical Reasoning Revised Edition by, M.K pandey, BSC publication
- * Quantitative aptitude by R.S aggarwal for Bank P.O/I.B.P.S P.O/A.A.O / Railways , S. chand publication
- * Patodi, B, Choudhary, A, Verbal Ability & Comprehension for CAT/ XAT/ IIFT/ CMAT/ MAT/ Bank PO/ SSC New Delhi, Disha Publication

- * Saxena, V, Bhatia, V, Crack WAT/GD/PI for MBA Admissions (Must for CAT/ XAT/ IIFT/ FMS/ SNAP/ NMAT/ CMAT Aspirants), New Delhi, Disha Publication

Focus: This course is focused for Skill development aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Able to use speed mathematics for taking decisions in personal as well as professional life
- * Learn the techniques which will able to enhance their logical as well as reasoning ability
- * Learn use of Quantitative techniques in investment decision making.
- * Understand the implication of logical reasoning for self assessment and creativity.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO2/PO1
CO3	PSO3
CO4	PSO3



BBHC0801: MANAGERIAL APTITUDE-I

Introduction: This subject of Managerial Aptitude-I features sections on verbal ability, reading comprehension, general awareness and related aspects.

Objective: To enable the students in terms of appearing for competitive exams whereby they understand how to have better vocabulary and general awareness.

Credits: 02

Semester I

L-T-P: 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	Newspaper/magazine Analysis Discussions on various news/articles/editorials Enhancement of Speaking Skills Vocabulary enrichment, word usage, synonyms-antonyms, idioms, phrases Classroom Discussion – Discussion on the latest trends in the fields of technology, day-to-day innovations and developments Role Plays Classroom situations for role plays on relevant issues Reading Comprehension & Passage Writing Class-room exercises on reading comprehension, passage writing Enhancing Competitive Acumen Understanding the competitive scenario with regard to various exams such as CAT, XAT, SNAP, MAT, etc.	22
II	Public speaking – on industrial visits, fair visits, events attended, meetings attended, guest lecture attended, etc General Awareness Current affairs-international, national, sports, economics, society, politics, trade, business, famous personalities, environment, etc. Effective Individual Classroom Presentations Individual classroom presentation on concurrent topics Correct English Usage Correct spelling, words usage and appropriate punctuations Dialogue-building exercises Dialogue process on host of issues with an eye on competitive exams Personality Grooming Introductory sessions based on various personality traits	23

Reference Books/ Text Books / Cases:

- * Patodi, B, Choudhary, A, Verbal Ability & Comprehension for CAT/ XAT/ IIFT/ CMAT/ MAT/ Bank PO/ SSC New Delhi, Disha Publication
- * Saxena, V, Bhatia, V, Crack WAT/GD/PI for MBA Admissions (Must for CAT/ XAT/ IIFT/ FMS/ SNAP/ NMAT/ CMAT Aspirants), New Delhi, Disha Publication
- * Garner, E., The A To Z of Presentations, bookboon.com (online)
- * Presentation Skills for Managers, www.exploreHR.org
- * Effective Presentation Skills for Managers and Executives, www.welearnindia.wordpress.com

Focus: This course is focused for Employability aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Developing command over English vocabulary
- * Understand the competitive scenario with regard to various exams such as CAT, XAT, SNAP, MAT, etc.)
- * Enhance personality skills to present in interviews/seminars/events etc.
- * Learn advanced communication skills and interaction ability

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO2/PO2
CO3	PSO4
CO4	PSO3



BBHC0003: ORGANISATION AND ADMINISTRATION FOR BUSINESS

Introduction: This course on business organization and administration for business would help the students in getting an outlook of how business organizations function.

Objective: To enable the students in terms of understanding the various concepts related to business organizations and administrative aspects.

Credits: 04

Semester II

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Business & Business System: Concept, nature and scope, business as a system, business objectives, business and environment interface, distinction between business, commerce and trade, Scope of business, Classification of Business Activities, Modern Business, and Business & Profession.</p> <p>Factors affecting Launching of a Business Unit: Business Unit, Establishing a new business unit. Features for business, Plant location, Plant Layout & size of business unit, feasibility and preparation of business plan</p> <p>Forms of Ownership: Sole Proprietorship, Partnership, Joint Stock Companies & Co-operatives, Multinational corporations, Choice of Ownership</p> <p>Functional Aspects of Business: Marketing, HR, Finance, Operations and Information Systems</p> <p>Micro, Small & Medium Enterprises: Meaning & Definition, Characteristics of Small Business, Areas of activity for Small Business, Need & Significance, Role of Small Business in Indian Economy, Problems of Small Business, District Industry Center</p>	23
II	<p>Public Enterprise: Concept, Rationale, Objectives, Forms of Public Enterprises, Role of Public Sector in India, Problems of Public Enterprises</p> <p>Business Risk: Meaning, Nature, Causes, Types, Risk Management, Methods of Handling Risk</p> <p>Business Combinations & Associations – Concept and causes of business combinations, Types & Forms of Combination, Stock Exchange in India, Chambers of Commerce and Industry in India: FICCI, CII, ASSOCHAM, AIMO, etc.</p> <p>Emerging Trends in Business: Outsourcing, Service Sector, e-Business, Corporate Social Responsibility</p>	22

Reference Books/ Text Books / Cases:

- * Basu, C. R. Business organization and management. New Delhi: Tata McGraw Hill.
- * Bhatia, R. C. Business organization and management. New Delhi: Ane Books.
- * Bhushan, Y. K... Fundamental of Business Organisation and Management. New Delhi: Sultan Chand & Sons.
- * Gupta, C. B. Business organization and management. New Delhi: Sultan Chand & Sons.

Focus: This course is focused for Skill development aligned with C04

Intended Outcomes: After completion of the course, student will be able to:

- * Application of management and business concepts
- * Understand day-to-day business set-up.
- * Understand the basic concepts used in commerce, trade and industry.
- * Analysis of modern business practices and functioning of various business organizations.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO3/PO2
CO3	PSO4
CO4	PSO2



BBHC0004: MANAGING EQUALITY AND DIVERSITY

Introduction: This subject introduces the students to the various ideas related to how human processes are influenced by diverse cultures.

Objective: To enable students in terms of understanding the underlying principles of equality and how to manage diversity in an effective manner.

Credits: 04

Semester II

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to basic human processes individual process: Personality: Meaning & Importance, Determinants of Personality. Perception: Meaning, Perceptual Process, Factors influencing Perception, Perceptual Distortion. Attitude: Meaning, Components, Factors in Attitude Formation. Learning: Meaning, Factors affecting Learning, Theories of Learning Motivation: Meaning & Concept, Primary & Secondary Motive, Theories, Concept of Morale.</p> <p>Inter-personal and team process: Group Dynamics- Formal & Informal Groups, Stages of Group Development, Group v/s Team, Types of Team, Creating Effective Teams, Group Decision Making</p> <p>Organizational culture: Perspective Of Organizational Culture, Definition And Core Characteristics, Culture Within Organizations,</p>	22
II	<p>Underlying Dimensions Of Organizational Culture, Types Of Organizational Cultures, Effect Of Organizational Culture, Components Of Individual And Team Creativity, Components Of Innovation.</p> <p>Organizational diversity: Introduction to Managing Diversity, Dimensions of Diversity: Race, Religion, and Disability, Psychological Bases of Discrimination and Exclusion, Performance Outcomes of a Diverse Workforce, Legislative and Trade Union Approaches to Diversity, Policy Approaches to Diversity, Recruiting and Selecting a Diverse Workforce, Retaining a Diverse Workforce, Dealing with Resistance to Diversity.</p> <p>Competencies for Managing Culturally Diverse Teams: Managing Culturally Diverse Teams Skills for Building Trust and Communication.</p>	23

Reference Books/ Text Books / Cases:

- * Jai B.P.Sinha. Culture and Organizational Behaviour. Sage India
- * Robin Fincham. Principles of Organizational Behavior: Oxford University Press.
- * Jerald Greenberg, Robert A. Baron. Behavior in Organizations: Understanding and Managing the Human Side of Work:

Focus: This course is focused for Skill development aligned with CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Analyzing the basic concepts in human processes, organizational culture and diversity.
- * Interpreting the skills about managing individual and teams in diverse contexts.
- * Identifying how to manage various issues related to cultural diversity.
- * Creating an insight into organizational culture.



Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3
CO3	PO4/PSO3
CO4	PSO4

BBHC1005: ACCOUNTING FOR MANAGERS

Introduction: This subject has been designed to enable the students to understand the calculation of ratios and their analyses and preparation of budget.

Objective: To enable students in terms of preparing management reports thus facilitating better decision making on their part for the organization.

Credits: 04

Semester II

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Nature of Accounting, Branches of Accounting, Types of ownership and their users. Roles and responsibilities of management accountant with respect to financial accountant.</p> <p>Financial Statement Analysis: Preparation of Companies Financial Statements: as per Revised Schedule III Income Statement Balance Sheet Accounting for Depreciation, Accounting for Dividend and Retained Earnings, Statement of changes in equity. Numerical case studies.</p> <p>Ratio Analysis: Meaning, utility of ratios, classification of ratios, calculation and interpretation of profitability {Du-Pont analysis}, Activity and leverage ratio.</p>	22
II	<p>Analysis of working capital: Meaning, concept, type and determinants of working capital. Estimation of working capital requirement in working capital management.</p> <p>Budgetary control: Concept of budget, budgeting and budgetary control objectives, preparation of Functional budgets and dynamic budgets procedure followed by different government.</p> <p>Decision Making: latest development trends and practices used for differential analysis, modern case studies followed in different organizations.</p>	23

Reference Books/ Text Books / Cases:

- * Jhamb, H. V. Management Accounting, ANE Books Pvt. Ltd. New Delhi.
- * Khan, M.Y. and P.K. Jain. Management Accounting. Tata McGraw Hill, New Delhi.
- * Lal, J. Advanced Management Accounting Text and Cases. S. Chand & Co., New Delhi.
- * Maheshwari, S. N. and Mittal, S. N. Cost Accounting, Theory and Problems. Shri Mahabir
- * Book Depot, New Delhi.

Focus: This course is focused for Entrepreneurship aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Show the use of costing data for planning, control and decision making.
- * Understand the various tools of management accounting.
- * Understanding the decisions with regard to costing
- * Explain various ratios and working capital

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2



GLA
UNIVERSITY
MATHURA

Course Curriculum

[Bachelor of Business Administration (Honours) –BBA (H)]

CO2	PO3/PO3
CO3	PSO3
CO4	PSO4



BBA01102: HUMAN VALUES AND PROFESSIONAL ETHICS

Introduction: This course is intended to help students to distinguish between values and skills to ensure sustained happiness and prosperity which are the core aspirations of human beings

Objective: It would enable students to understand harmony at all the levels of human living and live accordingly thereby helping them to connect with inner selves.

Credits: 04

Semester II

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Human Values & Value Education -Meaning & Importance of value education, Definition of Human values; Need, Basic Guidelines, Content & Process of value education Self Exploration- Content and Process 'Natural Acceptance' and Experiential Validation- as the mechanism for self exploration, Understanding the Harmony: Understanding the Human Being as a Co-existence of self 'I' and 'Body', Harmony in the-Self (I)- Understanding Myself, Harmony with the Body-Understanding Sanyama and Svasthya,	22
II	Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals, Visualizing a universal harmonious order in society Undivided Society (Akhand Samaj), Universal Order (Sarvabhaum Vyawastha)- from family to world family. Harmony and Professional Ethics: Meaning and scope of professional ethics, Theories of ethics: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Ensuring Competence & Issues in Professional Ethics, Typical Case Studies-Holistic Technologies & Systems.	23

Reference Books/ Text Books / Cases:

- * Tripathi, A. N. *Human values*, New Delhi: New Age International (P) Limited, Publishers
- * Gaur, R.R., Sangal R., Bagaria G.P, *A Foundation Course in Human Values and Professional Ethics*, New Delhi: Excel Books Private Limited

Text Books:

- * Gogate, S. B., *Human Values and Professional Ethics*, New Delhi: Vikas Publishing
- * HouseGovindarajan M., *Professional Ethics & Human Values*, New Delhi: Publisher: Phi Learning
- * Ghosh, B. *Ethics in Management and Indian Ethos*, Noida: Vikas Publishing House Pvt. Ltd.

Focus: This course is focused for Entrepreneurship aligned with C03

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the concept of values and harmony in human life.
- * Discuss the importance of value education in society at large.
- * Understand the concept of Self and Body, Intention and Competence of an individual.
- * Discuss the concept of professional ethics and Holistic systems and its application

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)



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COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO3/PSO3
CO3	PSO2
CO4	PO4

*

BELO0011: REMEDIAL ENGLISH

Introduction: The course will include intensive reading, writing, and some listening practices thereby helping the students in improving their English.

Objective: The course will include intensive reading, writing, and listening practices. Special emphasis will be given on finding out the most frequent mistakes committed by students. The effort is to enable them to overcome these mistakes. In writing section, the focus will be on making correct sentences, guided writing, guessing word meaning in context. In reading and listening sections, the focus will be on understanding long sentences, studying the complex sentence structures and understanding main idea. The objective of the course is to help students attain a basic proficiency in reading and writing skills.

Credits: 04

Semester: II

L-T-P: 4-0-0

Module No.	Content	Teaching Hours
I	<p>STRUCTURE</p> <p>A.1. Tense and Voice: Introducing the tenses; Use of tenses in different situations; Usage of forms of verbs in tenses; Introduction of Voice; Active and Passive Voice in tenses; Voice Change.</p> <p>A.2. Reading Comprehension</p> <p>i. Analyzing a Text: Introducing the story 'Monkey's Paw' by W. W. Jacobs; Showing the video of the story 'Monkey's Paw'; Reading of the story 'Monkey's Paw' by W.W. Jacobs; Analysis of the form of the text: sentence structures & vocabulary; Analysis of the content of the text: interactive session.</p> <p>ii. Analyzing Unseen Passages: Reading a specimen text; Contextualizing the text; Vocabulary and sentence structure.</p> <p>B.1 Parts of Speech: Noun: countable and uncountable; Pronoun: Personal Pronoun; Adjective; Adverb; Preposition</p> <p>B.2. Reading Comprehension</p> <p>i. Analyzing a Text</p> <p>Introducing the story 'The Last Leaf' by O. Henry; Showing the video of the story 'The Last Leaf'; Reading of the story 'The Last Leaf' by O. Henry; Analysis of the form of the text: sentence structures & vocab; Analysis of the content of the text: interactive session.</p> <p>ii. Analyzing Unseen Passages</p> <p>(a) Reading a specimen text</p> <p>(b) Contextualising the text</p> <p>(c) Vocabulary and sentence structure</p>	23
II	<p>C.1. Narration: Introducing direct and indirect speech; Transformation: direct and indirect, different types of sentences; Situation of 'No change' in speech.</p> <p>C.2. Reading Comprehension:</p> <p>i. Reading an Essay: Reading of the essay 'On Saying Please' by A. G. Gardiner; Textual Analysis of the essay; Discussion with the students: interactive session; Sample question and answers.</p> <p>ii. Analyzing Unseen Passages: Reading a specimen text; Contextualising the text; Vocabulary and sentence structure</p> <p>C. 3.THEME BASED WRITING</p> <p><u>Adjectives for People, Adverbs of Time, Animals, Bank, Baseball, Body,</u></p>	22



	<u>Buildings and Places, Car Parts, City, Classroom, Clothes, The Basic Colors (American Spellings) (gray), The Basic Colours (British Spellings) (grey), Cooking, Desserts, Dinner Table, Family Members, Fruit, Geography, House, Restaurant, Tools, Transportation, Vegetables, Weather</u>	
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Text Books:

- * Murphy, Raymond, Intermediate English Grammar. Cambridge University Press.
- * Robert J. Dixon. Complete Course in English. A new revised edition

References:

- * Hornby, A.S., Advanced Learners' Dictionary of Current English, OUP
- * Greenberg, Rondinone & Wiener. The Advancing Writer Book I, Harper Collins, College Publishers.
- * Liz and Soars. Headway Pre-Intermediate. OUP
- * Sharma, SD. A textbook of professional Communication Skills & ESP for Engineers and Professionals, Sarup & Sons, Delhi

Focus: This course is focused for Entrepreneurship aligned with C02

Intended Outcomes: After completion of the course, student will be able to:

- * Comprehend a text and answer the questions based on it clearly.
- * Understand the importance of the use of tenses & voices in writing
- * Remember the vocabulary & Apply them in terms of contextual and situational conversation.
- * Enhance theme base writing skills.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO3/PSO3
CO3	PSO2
CO4	PO4

BBAC0015: FUNDAMENTAL OF COMPUTERS AND DATA HANDLING

Introduction: This would ensure that the students get real-time insights into the fundamentals of computers as business tools and how to handle data.

Objective: To make students acquainted with handling of the computers with regard to day-to-day learning. Also, it would enhance their data-related abilities.

Credits: 02

Semester II

L-T-P :2-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Meaning, Characteristics, Classification & Generations. Application of Computers in Modern Society. Computer architecture. Storage Devices: Primary & Secondary Storage devices, Hardware & Software: Meaning, Difference between system software and application software. Operating System: Meaning, Functions and Types of Operating Systems.	12
II	Programming Languages: Machine Language, Assembly Language & High level Language. Virus and Worms: Meaning & Types of virus. Concept of Internet of Things(IoT)- Application and its use. Internet & Browsing: Meaning, Concept, ISP, Uses of Internet. Networks: Objectives, Network Topologies and its types, Cloud Computing: Advantage of Cloud Computing, Application and scope of cloud computing.	12

Reference Books/ Text Books / Cases:

- * Jain, P., & Arora, S. Window based computer courses. Jalandhar: S. Vikas& Co.
- * Norton, P. Introduction to computers. New Delhi: Tata McGraw Hill.
- * Sinha, P. K., & Sinha, P. Computer fundamentals. New Delhi: BPB Publications.
- * Singh, V. Simplified MS-Office 2007. New Delhi: Computech Publications Ltd.

Focus: This course is focused for skill development aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Understand computers and related terms such as operating systems
- * Discuss computer-related aspects such as hardware and software
- * Describe the origin, advancement and function of internet
- * Explain the concept of storage devices and Cloud computing

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO3/PSO3
CO3	PSO2
CO4	PO4

BBHC0802: DEVELOPING COMPETITIVE EDGE-II

Introduction: This subject builds upon the learning of quantitative and reasoning abilities of those students who intend to pursue higher education in various fields

Objective: To enable students in terms of appearing successfully for management and other entrance exams by focusing upon quantitative aptitude and reasoning aspects.

Credits: 02

Semester II

L-T-P: 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Quantitative Aptitude: Average : Concept of average , weighted average , deviation method , other ways of finding average , application of average in other topics. Mixture and Alligation: Alligation method, weighted avg. method , mixtures and replacement Reasoning Ability: Alpha numeric puzzles: Crypt based, Coding and Decoding: Letter coding, Number coding, Number to letter coding, Substitution coding, mixed letter coding, mixed number coding. Numbers: Types of numbers, numbers basic properties, solving linear equations in integers, base system, L.C.M and HCF, Finding Factors of number, even and odd factors. D.I : Tables and Line Chart</p>	22
II	<p>Quantitative Aptitude: Reasoning Ability: Series : Number series , Alphabet series, Letter series Analogy: Simple analogy , analogous pair , Number analogy, alphabet analogy , detect analogies Numbers: Remainder theorem , Finding the unit digit, N.o. of zeros in a factorial D.I : Bar chart ,Histogram, Pie chart(basic) Reasoning Ability: Clocks: angle between the two hands, problems on meeting of two hands, gaining or losing time types clocks, mirror image. Analytical reasoning: Sitting Arrangement</p>	23

Reference Books/ Text Books / Cases:

- * How to prepare for Quantitative aptitude test for CAT , by Arun Sharma, Fifth edition, T.M.H publication
- * How to Crack Test of Reasoning: In All Competitive Exam , by jaikishan and premkishan, Arihant publication
- * Analytical Reasoning Revised Edition by, M.K pandey, BSC publication
- * Quantitative aptitude by R.S Aggarwal for Bank P.O/I.B.P.S P.O/A.A.O / Railways , S. chand publication
- * Patodi, B, Choudhary, A, Verbal Ability & Comprehension for CAT/ XAT/ IIFT/ CMAT/ MAT/ Bank PO/ SSC New Delhi, Disha Publication
- * Saxena, V, Bhatia, V, Crack WAT/GD/PI for MBA Admissions (Must for CAT/ XAT/ IIFT/ FMS/ SNAP/ NMAT/ CMAT Aspirants), New Delhi, Disha Publication

Focus: This course is focused for Entrepreneurship aligned with C01

Intended Outcomes: After completion of the course, student will be able to:

- * Learn the techniques to solve problems related to logical interpretation
- * Enhance their reasoning and aptitude skills
- * Develop attributes relate to time management
- * Understand implication of reasoning techniques to solve problems

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PSO3
CO4	PSO3

BBHC0803: MANAGERIAL APTITUDE-II

Introduction: This subject of Managerial Aptitude-II has been designed in such a way that it carries forward the learning of the previous semester.

Objective: The students would be able to further improve their English so that they could apply it better in a competitive scenario.

Credits: 02

Semester II

L-T-P: 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Knowledge-based Practical Exercises based on certain themes like market trends, interview and linking them with competitive exams</p> <p>Practicing English- telephonic conversation, board meetings, brainstorming, etc.</p> <p>Current Happenings- continuing on the various aspects related to current affairs and how they feature in competitive exams</p> <p>Critical thinking- understanding, benefits, arguments and counter-arguments (to be explained with scenario analysis) with view point on competitive exams</p> <p>Frequently used words and phrases of international languages such as German, French, Spanish, Greek, Japanese, Mandarin as used in day-to-day conversation and found in common discussions</p> <p>Group Discussion – Introduction to what is Group Discussion. Suggestions for improving group discussion skills: Observe, Practice and Participate.</p>	22
II	<p>Mock Interviews – Sessions as per the interviews conducted by popular b-schools and other organizations</p> <p>Discussion on Budget and its features as asked during various competitive exams</p> <p>Debate on Current Issues- Analyzing the various trends and contemporary issues and linking them with competitive scenarios</p> <p>Improving English- continuing on such exercises like Reading Comprehension, Enhanced Vocabulary, Day-to-day terms in English, etc.</p> <p>Group Presentations- building on the individual presentation skills featuring leadership and team abilities</p> <p>Extempore –on-the-spot speaking ability, it being a part of the selection process in many b-schools</p> <p>Videos-related to interview skills, group discussion abilities, famous personalities, examination scenarios</p>	23

Reference Books/ Text Books / Cases:

- * Patodi, B, Choudhary, A, Verbal Ability & Comprehension for CAT/ XAT/ IIFT/ CMAT/ MAT/ Bank PO/ SSC New Delhi, Disha Publication
- * Saxena, V, Bhatia, V, Crack WAT/GD/PI for MBA Admissions (Must for CAT/ XAT/ IIFT/ FMS/ SNAP/ NMAT/ CMAT Aspirants), New Delhi, Disha Publication

- * Strategies for Developing Effective Presentation Skills, www.amanet.org

Focus: This course is focused for skill development Employability aligned with CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Application of various terminologies as found in day-to-day conversation
- * Discussion of the current affairs better understanding of business scenario
- * Prepare and face various competitive examinations.
- * Develop communication and personality skills

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3
CO3	PSO3
CO4	PSO1

BBAC0006: MARKETING MANAGEMENT

Introduction: This subject of marketing management has been designed to give insights into the subject so as to prepare the students about the various concepts related to it.

Objectives: To enable the students get insights into the fundamentals of marketing as well as the significance of 4 Ps in the success of any organization.

Credits: 04

Semester III

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Basics of Marketing: Marketing and its Core Concepts, Marketing Management Definition, Scope and Functions of Marketing, Sales v/s Marketing, Classification of Market Marketing Environment- Micro and Macro, Market Segmentation, Targeting and Positioning. Managing the 4 Ps: Product: Basic Concepts, Product Classifications, Product Differentiation, Product Mix, Product Life Cycle, Packaging, Labeling & Branding. Pricing: Objectives & Significance of Pricing, Factors affecting Pricing, Methods, and Strategies.	23
II	Managing the 4 Ps: Distribution: Defining Channels, Levels/Types of Channels, Functions & Importance of Channels, Factors affecting Choice of Distribution Channels. Promotion: Significance, Elements of Promotion Mix, 5 Ms of Advertising, Factors affecting Promotion Mix Decisions The Evolving Concepts in Marketing: Introduction to Services Marketing, Basics of International Marketing, Introduction to Marketing Information System, Marketing Research, Introduction to Strategic Marketing, Introduction to Rural Marketing, Introduction to e-Marketing including social media marketing/ digital marketing, Introduction to Retail Marketing, Introduction to Green Marketing	22

Reference Books/ Text Books / Cases:

- * Chhabra, T. N., Principles of Marketing, New Delhi: Sun India
- * Kumar, A., & Meenakshi, N. Marketing Management. New Delhi: Vikas Publishing House Pvt. Ltd.
- * Etzel, M. J., Walker, B. J. & Stanton, W. J. Fundamentals of Marketing. New Delhi: Tata McGraw Hill.
- * Gopal, V. Marketing Management. New Delhi: Sage Publication.
- * Kotler, P. Marketing Management. New Delhi: Prentice Hall Of India.
- * Ramaswamy, V.S., Namakumari, S. Marketing Management: Global Perspective Indian Context, Macmillan Publishers India.
- * Saxena, R. Marketing Management. New Delhi: Tata McGraw Hill.

Focus: This course is focused for Employability aligned with CO1

Intended Outcomes: By the end of the session, student will be able to:

- * Learn fundamental concepts of marketing management
- * Comprehend various elements of marketing mix as well as their influence on functioning of an organization
- * Identify various components of Marketing Environment.



* *Discuss various evolving marketing concepts*

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PSO3
CO3	PSO3
CO4	PSO4

BBAC1012: HUMAN RESOURCE MANAGEMENT

Introduction: This course in human resource management will give insights to the students so as to make them understand the concept underlying this subject. It will be helpful for them to develop a broad view of the subject.

Objectives: To acquaint the students with the basic concepts which characterize the field of human resource management. The course will help them in understanding how a company arrives at the best possible fit for its employees vis-à-vis the tasks given to them.

Credits: 04

Semester III

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Meaning, Definition, Nature & Scope of Human Resource Management, HR Functions, External & Internal Forces of HR Environment, Concept & Importance of HR Planning, Concept of Human Resource Development and Difference between HRM & HRD.</p> <p>Acquiring & Training Human Resource: Meaning, Process & Sources of Recruitment, Meaning, Definition & Process of Selection, Barriers to Effective Selection, Concept of Placement & Induction.</p>	22
II	<p>Meaning, Nature, Need, Importance and Types of Training, Methods & Techniques of Training, Principles of Effective Training, Meaning, Nature and Objectives of Compensation Management, Components of Remuneration.</p> <p>Developing & Managing Human Resource: Meaning, Concept, Objectives & Process of Executive Development, Meaning, Purpose, Principles, Dimensions and Process of Performance Management, Meaning & Methods of Performance Appraisal, Barriers to Performance Appraisal, Fundamental Concept of Potential Appraisal, Career Planning.</p>	23

Reference Books/ Text Books / Cases:

- * Aswathappa, K. Human Resource & Personnel Management - Text & Cases. New Delhi: Tata McGraw-Hill.
- * DeCenzo, D. A., & Robbins, S. P. Personnel / Human Resource Management. New Delhi: Prentice-Hall of India .
- * Dessler, G. Human Resource Management. New Delhi: Person Education.
- * Pareek, U., & Rao, T. V. Designing & Managing Human Resource Systems. New Delhi: Oxford & IBH Publishing Co. Pvt. Ltd.
- * Pattanayak, B. Human Resource Management. New Delhi: Prentice-Hall of India

Focus: This course is focused for Employability aligned with CO3

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts of Human resource Management (HRM), HR functions, external and internal forces influencing the HRM practices.
- * Describe how human resource is acquired and trained.
- * Define the concept of placement & induction, type of training etc.
- * Understand how a company arrives at the best possible fit for its employee's vis-à-vis the tasks given to them.

* *State the role human resource management plays in an organization with fundamental concept of potential appraisal and career planning.*

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PSO2
CO3	PSO3
CO4	PO4/PSO3



BFBC0008: FINANCIAL MANAGEMENT OF BUSINESS

Introduction: The subject aims to acquaint the students in grasping the details as to how things function at the financial part and how decisions are taken for the betterment of the same.

Objectives: Students would be able to develop a basic understanding about financial management and the role it plays in the overall performance of a Business.

Credits: 04

Semester III

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Financial Management: Finance Function, Aims of Finance Function, Modern challenges of Financial Management.</p> <p>Financial Planning: Objectives and Principles of Sound Financial Planning, Long Term and Short Term Financial Plan, Factors Affecting Financial Plan.</p> <p>Financing Decisions: Capital Structure: Meaning and Theories, Factors Influencing Capital Structure, Leverage. Numerical Problems associated with modern financial units. Cost of Capital: Concept, Relevance of Cost of Capital, Specific Costs and Weighted Average Cost, Rationale of After Tax Weighted Average Cost of Capital, Marginal Cost of Capital procedure followed in different financial organizations.</p>	22
II	<p>Investment Decisions: Meaning and Definition of Capital Budgeting, Nature of Investment Decisions, Types of Investment Decisions, Investment Evaluation Criteria, Pay-Back Period Method, Accounting Rate of Return Method, Modified Internal Rate of Return, Net Present Value Method, Profitability Index Method, Internal Rate of Return Method. Practical Case Studies followed by Industrial and Financial Units for the purpose of financial incentive.</p> <p>Dividend Policy: Meaning, Nature and Types of Dividend, Factors Affecting Dividend Policy Decision, Dividend Decision Models: Walter Model, Gordon Model and MM Approach. Best Procedural approach for the selection of these models of dividend policy.</p> <p>Financial Intermediaries: Venture Capital, Merchant Banking and Factoring associated with financial intermediaries and units.</p>	23

Reference Books/ Text Books / Cases:

- * Arnold, Glen. Corporate Financial Management. Pearson Education.
- * Khan, M. Y., & Jain, P. K. Financial Management. New Delhi: Tata McGraw-Hill.
- * Kishore, R. M. Financial Management. New Delhi: Tata McGraw-Hill.
- * McMillan, Edward J. Not-for-Profit: Budgeting & Financial Management. John Wiley & Sons.
- * Pandey, I. M. Financial Management. New Delhi: Vikas Publishing House.
- * P.V. Kulkarni - Financial Management - Himalaya Publishing House, Mumbai.



Focus: This course is focused for skill development aligned with C04

Intended Outcomes: After completion of the course, student will be able to:

- * Define the principles and practices of financial management
- * Show financial decision making
- * Understand the composition of different securities in the total capital structure.
- * Describe the cost of capital and investment decisions and dividend decisions

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1
CO2	PO3/PSO3
CO3	PSO3
CO4	PSO4

BFBC0009: ENTREPRENEURSHIP & MANAGEMENT OF FAMILY BUSINESS

Introduction: This course exposes the students to the objectives, challenges, and requirements for effectively managing the small to mid-sized business

Objectives: To enable the students to take key decisions required of the entrepreneur/manager. To make the students aware of the driving forces of the small/family business.

Credits: 04

Semester III

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Entrepreneur and Entrepreneurship: Evolution of the concept of entrepreneurship, Meaning and definition, Nature and characteristics of an entrepreneur, role and importance of entrepreneurs in economic growth, classification and types of entrepreneurs.</p> <p>Entrepreneurship: Meaning and definition, risks involved with entrepreneurship, barriers to entrepreneurship, women entrepreneurship: concept, functions, growth problems and remedial measures, different factors affecting the entrepreneurial growth: psychological, Cultural, Social, Economic and personality factors. Management of Small and Family Business: Small business: Meaning, importance and role of small business in developing a nation's economy</p> <p>Family business: The nature, importance, and uniqueness of family business, challenges before family business, The family's relationship with the business: developing a strategic vision & building teamwork, Professional Management of the Family business firm</p>	22
II	<p>Managing succession: the leadership challenge, Model of Succession in Family Business and Wealth management in family business firms. Business Opportunity Identification: Business idea generation Techniques: Identification of Business Opportunities, Internal and external analysis to identify a business opportunity, Feasibility Study: Marketing Feasibility, Financial Feasibility, Technical, Legal, Managerial and Locational Feasibility, Preparation of Business Plan: Content of a Business Plan, Project Report preparation, Starting up an enterprise: Franchising and Acquisition, Strategies for venture promotion: Product Strategies, Pricing Strategies, Distribution Strategies, Promotional Strategies.</p>	23

Reference Books/ Text Books / Cases:

- * Chandra, P. Project Preparation-Appraisal & Implementation. New Delhi: Tata McGraw Hill.
- * Gupta, C.B. & Srinivas, Entrepreneurial Development. New Delhi: Sultan Chand & Sons.
- * Arora, R. and Sood, S.K. Fundamentals of Entrepreneurship and Small Business Management. Ludhiana: Kalyani Publishers.
- * Desai, Vasant. Small-Scale Industries and Entrepreneurship. Mumbai: Himalayan Publishing House.
- * Ramachandaran, K. Managing a New Business Successfully, New Delhi: Global Business Press.

Focus: This course is focused for skill development aligned with CO3

Intended Outcomes: After completion of the course, student will be able to:

- * Define a business strategy that leverages the unique aspects of the business,
- * Understand the opportunity it is pursuing and the businesses position in the market.
- * Develop a business plan and model that supports the strategy as envisaged by the entrepreneur
- * Identify the issues associated with succession planning, and develop plans to address them.
- * Identifying the psychology of people and adopting COA accordingly to resolve the issues for better future growth.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PO3
CO3	P03
CO4	PSO4

BBAC0010: BUSINESS RESEARCH

Introduction: This course in business research has been designed keeping in mind the significance of it in management studies and how it can be used in business scenarios.

Objectives: To enable the students to gain insights into how research is carried out in business and how they can benefit from it

Credits: 04

Semester III

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction of Research Methodology: Meaning, Objective, Types and Significance of Research,</p> <p>Nature and Scope of Business Research –Role of Business Research in decision making. Applications of Business Research</p> <p>The Research process –Steps in the research process; the research proposal; Problem Formulation: Management decision problem vs. Business Research problem.</p> <p>Concept of Research Problem, Defining Research problems, Literature Review, Formation of Hypothesis, Research Design: Types of Research Design, Research design in case of different research studies</p> <p>Sampling: Concept, Census vs. Sampling, Advantages and Limitation of Sampling, Sampling process, Types of Sampling: Non- probability sampling techniques, Probability sampling techniques, Sampling and non sampling errors, Criteria of a Good Sampling Design.</p> <p>Measurement and Scales: Levels of measurement—Nominal, Ordinal, Interval and Ratio, Attitude Measurement: Comparative scaling techniques, Non-comparative scaling techniques</p>	23
II	<p>Questionnaire Designing: Types, Guidelines for developing a good questionnaire. Creation of online questionnaire.</p> <p>Data Preparation And Analysis: Data collection: primary and secondary data collection, observation methods and survey method Methods for data collection. Data preparation & preliminary analysis, practices through Excel (Basic Concepts) and SPSS, Statistics in Research, Data Presentation using Charts and Diagrams</p> <p>Report Writing: Types of Research Reports, Guidelines for Writing a Report, Report Format, Guidelines for evaluating a report.</p>	22

Reference Books/ Text Books / Cases:

- * Cooper, D. R., & Schindler, P. S. Business Research Methods. New Delhi: Tata McGraw-Hill.
- * Kothari, C. R. Research Methodology -Methods & Techniques. New Delhi: New Age Publishers.
- * Sachdeva, J. K. Business Research Methodology. New Delhi: Himalaya Publishing House.
- * Sekaran, U. Research Methods for Business -A Skill Building Approach. New Delhi: Wiley India Pvt. Ltd.
- * Srivastava, T. N., & Rego, S. Business Research Methodology. New Delhi: Mc. Graw-Hill.
- * RajendraNargundka Marketing Research : Text & Cases, Tata McGraw Hill
- * Zikmund, Essentials of Marketing Research, Cengage Learning.

Focus: This course is focused for Employability aligned with CO1

Intended Outcomes: *After completion of the course, student will be able to:*

- ✳ Familiarize themselves with various concepts of Business Research
- ✳ Understand the principles of business research for various applications in research .
- ✳ Understand the nuances involved in Research & Data Analysis
- ✳ Discuss various aspects of research planning and execution

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3
CO3	PSO4
CO4	PSO3

BAL00105: MERCANTILE LAW

Introduction: This subject intends to acquaint the students with the basics of the mercantile law which characterize the business scenario in our country

Objective: To enable the students to grasp the details as to how things function with regard to the various contracts and acts which are essential for running a business.

Credits: 04

Semester III

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Indian Contract Act – 1872: Introduction, Definition & essential elements of a valid contract, Classification of contracts, Offer and legal rules regarding a valid offer, Acceptance & legal rules regarding a valid acceptance, Capacity to contract, Free Consent, Contingent Contracts, Quasi Contracts, Breach of Contract, Remedies for Breach of Contract The Sale of Goods Act – 1930: Definition & essential characteristics of a valid contract of sale, Difference between sale & other analogous terms	22
II	The Sale of Goods Act – 1930 (Continued) : Goods and their classification, Conditions and Warranties, Doctrine of caveat emptor, Sale by non-owners, Unpaid seller and his rights. Indian Partnership Act: Definition, Nature and characteristics of partnership, Difference between partnership & company, Advantages & disadvantages of partnership, Types of partnership, Types of partners, Meaning and contents of partnership deed, Registration of partnership firm and effect of non-registration, Rights & duties of partners, Dissolution of partnership firm, Limited Liability Partnership	23

Reference Books/ Text Books / Cases:

- * Bulchandani, K.R., Business Law for Management. Mumbai: Himalaya Publishing House.
- * Gulshan, S. S., & Kapoor, G. K. Business Law. New Delhi: New Age International Pvt. Ltd.
- * Kuchhal, M. C. Business Law. Noida: Vikas Publishing House Pvt. Ltd.
- * Mathur, Satish, Business Law.
- * Tulsian, P. C. Business Law. New Delhi: Tata McGraw Hill Pvt. Ltd.

Focus: This course is focused for skill development aligned with C03

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the significance of principles of mercantile law and its application in Industry.
- * Infer knowledge as to how such legislations regulate a business set up
- * Understand the basics of the sales of goods Act, partnership Act and Law of Contract.
 - * Explore various legal remedies available under the Acts

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)



COs	POs/ PSOs
CO1	PO1
CO2	PO3
CO3	PSO3
CO4	PSO4

BALO0103: PATENT AND COPYRIGHT LAW

Introduction: This course on patent and copyright law would help the students in getting an outlook of Intellectual property laws and its importance

Objective: To enable the students in terms of understanding the various concepts related to Patents and copyrights and general Intellectual property rights aspects.

Credits: 04

Semester III

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Intellectual property: Meaning, Nature and significance, Historical and philosophical background of patents and other intellectual property, Various forms of intellectual properties: copyright, patent, trademark, design, geographical indication, semiconductor and plant variety, Major international instruments relating to the protection of intellectual properties: the Paris Convention, 1883, the Berne Convention, 1886, the WIPO Convention, 1967, the TRIPs Agreement, 1994 etc. The Copyright Act, 1957 : Copyright: Meaning, scope, Subject matter of copyright: original literary, dramatic, musical, artistic works; cinematograph films and sound recordings, Ownership of copyright	22
II	Assignment and license of copyright, Infringement and exceptions of infringement of copyright and remedies against infringement of copyright: civil, criminal and administrative, An overview of the Copyright Amendment Act 2012 The Patent Act, 1970 : Meaning, Criteria for patentability and non-patentable inventions, Procedure for registration and term of protection Grants of patent, rights of patentee and revocation of patent, Compulsory licence and government use of patent, Infringement, exceptions to infringement of patent and remedies, Patent office and Appellate Board., An overview of The Patent (Amendment) Act, 2005	23

Reference Books/ Text Books / Cases:

- * W.R.Cornish and D. Llewelyn, Intellectual Property: Patents, Copyrights, Trade Marks and Allied Rights, Sweet & Maxwell.
- * Lionel Bently and Brad Sherman, Intellectual Property Law, Oxford University Press
- * P. Narayanan, Intellectual Property Law, Eastern Law House
- * B.L. Wadehra, Law Relating to Intellectual Property, Universal Law Publishing Co.
- * V.K. Ahuja, Law Relating to Intellectual Property Rights, LexisNexis

Focus: This course is focused for Employability aligned with CO3

Intended Outcomes: After completion of the course, student will be able to:

- * Understand that without patent and copyright protection in the start-up phase, there would have been many copiers and the company and the individual in the long run cannot survive.
- * Recognise the way of filing patent and copyright laws
- * Understand the basic concepts of Intellectual property laws
- * Learn modern strategies of the companies related to copyrights and patents

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)



COs	POs/ PSOs
CO1	PO1
CO2	PO3/PSO2
CO3	PSO3
CO4	PSO4

BBHC0804: DEVELOPING COMPETITIVE EDGE-III

Introduction: This subject of Developing Competitive Edge-III has been designed keeping in mind the requirements of those students who intend to pursue higher education in management and to prepare them to successfully achieve this target and making them understand the significance how quantitative and reasoning ability helps a person in every aspect of decision making in life and by focusing on use of information technology to get required information to achieve this task.

Objective: Knowledge of Aptitude is to enhance a person ability to develop skill which determines a person's ability in a particular field. The purpose of this course is to make them agile in solving these problems on basis of sound logics and to develop a habit of doing this so they can achieve their target.

Credits: 02

Semester III

L-T-P: 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Quantitative Aptitude: Permutation & Combination: Basic theory of Selection and Arrangement, Relation between Permutation and Combination, Problem of forming number and words with and without repetition, Circular Permutation.</p> <p>Reasoning Ability: Input and Output: Rearrangements based on Ordering, Rearrangements based on Interchanging the Positions of Words and Numbers, Rearrangements based on Mathematical operations</p> <p>Time and Work: People working with same efficiency, People working with different efficiencies, Negative Work Concept, Pipe and Cistern.</p>	22
II	<p>Quantitative Aptitude: Reasoning Ability: Venn Diagram :Problem Based on different situation of Two Field, Three Field</p> <p>Coordinate Geometry: Cartesian System, Distance Formula, Section Formula, Slope of a line, Different Forms of Equation of line, Condition of perpendicularity and parallelism, Different Geometric Centre, Condition of Collinearity, Area of triangle</p> <p>Reasoning Ability: Sitting Arrangement-I: People viewing in different direction, Advance problem including blood relation, Ranking Test</p>	23

Reference Books/ Text Books / Cases:

- * How to prepare for Quantitative aptitude test for CAT , by Arun Sharma, Fifth edition, T.M.H publication
- * How to Crack Test of Reasoning: In All Competitive Exam , by jaikishan and premkishan, Arihant publication
- * Analytical Reasoning Revised Edition by, M.K pandey, BSC publication
- * Quantitative aptitude by R.S aggarwal for Bank P.O/I.B.P.S P.O/A.A.O / Railways , S. chand publication
- * Patodi, B, Choudhary, A, Verbal Ability & Comprehension for CAT/ XAT/ IIFT/ CMAT/ MAT/ Bank PO/ SSC 2nd Edition, New Delhi, Disha Publication
- * Saxena, V, Bhatia, V, Crack WAT/GD/PI for MBA Admissions(Must for CAT/ XAT/ IIFT/ FMS/ SNAP/ NMAT/ CMAT Aspirants), New Delhi, Disha Publication

Focus: This course is focused for skill development aligned with C04

Intended Outcomes: After completion of the course, student will be able to:

- * Develop the Endeavour for finding solution to tricky problems.
- * Enhance the ability to visualize the problem
- * Develop decision making ability using quantitative techniques
- * Learn quantitative techniques to solve problems

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PSO3
CO4	PSO3

BBHC0805: MANAGERIAL APTITUDE-III

Introduction: This course of Managerial Aptitude-III carries forward the learning of the previous semesters. The topics would help the students in numerous ways thereby enhancing their overall learning ability and understanding things in a better manner.

Objective: To make the students aware of the current affairs, as well as competitive environment thus helping them in more ways than one such as improve their grammatical ability and understanding on career-related aspects

Credits: 02

Semester III

L-T-P: 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Current Affairs Discussion: Deliberation on contemporary happenings from various fields</p> <p>Competitive Environment: Awareness Enhancing the understanding with regard to various competitive exams conducted for graduate students</p> <p>Internet-readiness and Computer Familiarity: Knowing about such terms as SEO, handling of mails, Editing word and ppt., documents, etc. Create a questionnaire through Google docs.</p> <p>Enhancing Reading Ability: Making the students familiar with reading letters with exercises as found in various exams such as appointments, invitations and product descriptions.</p> <p>Understanding Group Dynamics: Class-room exercises on developing group equations thereby leading to better coordination skills</p> <p>Improved Grammatical Ability: Exercises which would help the students to improve their grammar skills</p>	22
II	<p>Word Power Enhancement: Exercises to improve the word power of students such as synonyms and antonyms, better use of regular words, etc.</p> <p>Improved Leadership & Presentation Skills: To be done through such exercises as Johari's window, management games, power point presentations etc. Students divided in group of 5 students each. Students identify 4 leaders at different levels from industry, prepare their profiles and present in the class.</p> <p>Motivating Experiences: To be done through informative videos and interviews of business tycoons.</p> <p>Identifying Self-Goals & Objectives: Making students understand the significance of self-goals and objectives and how to make their persona better</p>	23

Reference Books/ Text Books / Cases:

- * Lawndes, L., How to Talk to Anyone, New York , McGraw Hill Education
- * Lewis, N, Word Power Made Easy. New York, Pocket Books
- * Patodi, B, Choudhary, A, Verbal Ability & Comprehension for CAT/ XAT/ IIFT/ CMAT/ MAT/ Bank PO/ SSC New Delhi, Disha Publication
- * Saxena, V, Bhatia, V, Crack WAT/GD/PI for MBA Admissions (Must for CAT/ XAT/ IIFT/ FMS/ SNAP/ NMAT/ CMAT Aspirants), New Delhi, Disha Publication

Focus: This course is focused for skill development aligned with C02

Intended Outcomes: After completion of the course, student will be able to:

- * Develop their communication skills to the next level.
- * Able to face public speaking scenarios with confidence and ease
- * Develop self assessment and leadership quality
- * Understand and express current and economic news

. Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO3/PSO2
CO3	PSO3
CO4	PSO2



BBHC0005: HOSPITALITY MANAGEMENT

Introduction: The course provides an introduction to various components related to the hospitality industry and the role they have come to play in the betterment of an economy.

Objective: Students will receive an overview of the careers that encompass the management of foodservices, transportation, lodging, attractions, and recreation events. Develop an understanding about travel related services in hospitality and tourism.

Credits: 04

Semester IV

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Overview of Hospitality Industry The Nature of the Hospitality Industry, Components of Hospitality Industry, Overview and classification of Hotel Industry, Overview of Transportation Industry (Airlines, Railways, Cruisers), Overview of Tourism Industry, Relationship between hospitality and tourism, The tangible and intangible nature of hospitality Industry, Associations-FHRAI, ITDC, FAITH, FIA, Career prospects in Hospitality Industry, Customer Focus in Hospitality Industry. Introduction to Accommodation Sector: Introduction to the Accommodation Sector, Classification of Accommodation Establishment, The Accommodation Product, Housekeeping Operations, Housekeeping Department, In-room Guest Supplies and Amenities, Room Status Codes, Types of Guest Requests, Security Procedures.	23
II	Introduction to the Hotel Operations: Hotel Ownership, The Functions and Departments of a Hotel, Introduction to the Rooms Division, Front Office Operations, Guest Cycle, Front Office Department, Types of Hotel Guest, Food and Beverage Sector/Role of Technology in Hospitality Sector Introduction to the Food and Beverage Sector, Food and Beverage Operations(Hotel), Classification of Food Service Establishments, Types of Food and Beverage Services, Food and Beverage Service Principles, Basic Knowledge of Menus, Food and Beverage Services and Kitchen Operations, Ambience of an Establishment, The Importance of Employing Up-to-date Information Technology, The Ways Technological Changes Improve the Operational Efficiency of the Hospitality Industry for Customers, Tourists and Staff, The Property Management System (PMS) in Hotels.	22

Reference Books/ Text Books / Cases:

- * Walker, J R. Introduction to Hospitality. United States: Prentice Hall
- * Chon, K. & Sparrowe, R T. Welcome to Hospitality an Introduction. United States: Thomson Learning.
- * Kotschevar, L. H., & Tanke, M. L. Managing Bar and Beverage Operations. Michigan: Educational Institute of the American Hotel & Lodging Association.
- * Marchiony, A. Food-Safe Kitchens. New Jersey: Pearson Education Ltd.
- * Andrews, Sudhir. Food & Beverage Service Training Manual: Tata McGraw Hill.

Focus: This course is focused for Entrepreneurship aligned with CO3

Intended Outcomes: After completion of the course, student will be able to:

- * Recognize the meaning, concept, origin and development of hospitality industry
- * Learn the new trends and dimensions of hospitality industry.
- * Understand the customers and their importance in hospitality industry.
- * Learn about famous hotel chains, Airlines and Tourism Services in India and world-wide.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO3
CO3	PSO3
CO4	PSO3

BBAC0013: INTERNATIONAL BUSINESS MANAGEMENT

Introduction: This course would give insights into the basics of management which any student needs to have while studying a course in management

Objectives: Make the students aware of the management concepts and practices thereby enabling them to understand the basic theories and concepts of management.

Credits: 04

Semester IV

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to International Business Management: An Overview of International Business, Why Go International?; Domestic v/s International Business. International Business Environment, Stages in Globalization Process, Theories of International Trade, Porter's Diamond Model – Implications for International Business, International Organizational Structures, Modes of Entry and International Institutions International Market Entry strategies, Market Selection and Barriers to it, FDI and FII. Multilateral Trade Agreements & TRIPs; Multilateral Environmental Agreements (MEAs);	22
II	International Finance, HR, Production and Related Concepts Introduction to International Financial Management, Balance of Trade and Balance of Payment, Determination of Exchange Rate; Financial Markets and Instruments, Methods of Payment in International Trade, International Production & Logistics Management, International Human Resource Management, India's Foreign Trade Policy, International Trade Blocks – NAFTA, ASEAN, SAARC, EU. International Institutions - WTO, GATT, IMF, Asian Development Bank and World Bank. FEMA, FERA Acts.	23

Reference Books/ Text Books / Cases:

- * Apte, P. G. International Financial Management. New Delhi: Tata McGraw Hill.
- * Cherunilam, F. International Business. New Delhi: Prentice Hall of India.
- * Paul, J. International Business. New Delhi: Prentice Hall of India.
- * Rao, P. S. International Business: Text and Cases. New Delhi: Himalaya Publishing House

Focus: This course is focused for Entrepreneurship aligned with CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the nuances of international business as a field of study.
- * Get an exposure to the basic concepts in international business
- * Learn the behavior of customers and other related terms vis-à-vis international business
- * Outline the role of various domains of business in international trade

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
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CO1	PO1/PSO1
CO2	PO3
CO3	PSO3
CO4	PSO2

BBHC0006: EVENT MANAGEMENT

Introduction: This course on Event Management would help the students in getting an outlook of how to manage event efficiently and effectively. The purpose of this course is to impart to the students an understanding about organizing and managing events at individual as well as corporate levels and in a professional business set-up

Objectives: Understand the basic concepts of event management. Understand the importance of methodical planning and organizing for the success of an event

Credits: 04

Semester IV

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Principles of Event Management: Introduction to event Management-Historical Perspective, Practices in Event Management- Key steps to a successful event. Event Planning & Team Management: Aim of event, Establish Objectives, Preparing event proposal, Use of planning tools. The Dynamics of Event Management: Event Planning and organizing – Problem Solving and Crisis Management – Leadership and Participants Management- Managing People and Time-Site and Infrastructure Management. Designing an Event-Client Needs, The Role of a Planner-Typical Planning Department Structures, Pre-Event Responsibilities, On- Site Responsibilities,	22
II	Post-Event Responsibilities, Protocols, Dress codes, staging, staffing. Event Presentation-Event Evaluation- Case Studies of events of National and International importance. Event Marketing and Advertising: Event Marketing-Customer care – Marketing equipment and tools – Promotion , Media Relations and Publicity - Event Co-ordination - Visual and Electronic Communication. Event Safety and Security: Security, Occupational safety, Crowded management, Major risks and emergency planning, Incident reporting, emergency procedures.	23

Reference Books/ Text Books / Cases:

- * Avrich Barry, Event and Entertainment Marketing, Vikas, Delhi.
- * Bhatia A.K., Event Management, Sterling Publishers, New Delhi.
- * Joe Gold Blatt, Special Events- Best Practices in Modern Event Management, John Wiley and Sons, New York.
- * Panwar J.S., Marketing in The New Era, Sage, New Delhi.

Focus: This course is focused for Entrepreneurship aligned with CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic and advanced concepts of event management.
- * Analyze new and innovative developments in event planning & team management.
- * Understand and apply fundamentals related to designing an event.
- * Understand and utilize innovative event marketing and advertising strategies



Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3
CO3	PSO3
CO4	PSO4

BBHC0007: MASS COMMUNICATION

Introduction: The course in mass communication intends to acquaint the students with the basics of mass communication and various concepts associated with media management.

Objectives: To enhance the knowledge of students about the fundamental of mass communication and its different forms along with a deep understanding of media. To acquaint the students with the contemporary and emerging trends in media

Credits: 04

Semester IV

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Mass Communication: Concept & features, Objectives, functions and scope of mass communication. Effects of Mass communication, Limitations of Mass Communication, Theories of Mass Communication: Authoritarian Theory, Libertarian Theory, Social Responsibility theory, Soviet communist theory. Public Relations: Concept and Need, Ability and Responsibilities of Public Relations, Publics and its Types. Mass Media: Concept and Objectives, Historical Development and Origin of Media in India, Classification of Media. Media Ethics. Media as a Fourth Pillar of Democracy.	23
II	Digital Media and Development Communication – mobile, cyberspace & online apps. Relevance of Multi-Media Campaigns & cyber-media. Trends in Journalism: Social & Technological. Prospects of Global Media. Recent trends in Social media: blogging, LinkedIn, Facebook, Twitter etc. Media Management: Definition and Concept of Media Management, Principles and Significance of Media Management, Media as Industry and Profession. Brief Idea of Government Media Organizations - Publication division, Photo division, Film Division, Press information Bureau (PIB) and Central board of film certification (CBFC). News Agency: Press Trust of India (PTI) and United News of India (UNI), their set up and functions	22

Reference Books/ Text Books / Cases:

- * Kumar, Kewal J, Mass Communication in India, Jaico Books, New Delhi.
- * ShymaliBhattacharjee, Media and Mass Communication: An Introduction, Kanishka Publishers, Delhi
- * Jethwaney, JaishriCorporate Communication – Principles and Practice. Oxford University Press.
- * Helen Katz .The Media Handbook: A Complete Guide to Advertising Media Selection, Planning, Research, and Buying. Routledge
- * VanitaKohli-Khandeka. The Indian Media Business. SAGE Publications India Pvt Ltd

Focus: This course is focused for skill development aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the local and global mass media communication system, structure and operations.
- * Memorize the concepts of mass communication for the betterment of society.

- * *Develop an understanding about Digital Media and its importance*
- * *Discuss the concepts of media management as a professional*

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3
CO3	PSO3
CO4	PSO4

BAL00106: COMPANY LAWS

Introduction: This course in company law has been prepared to make the students aware of the role which it plays in the day-to-day functioning of an organization.

Objectives: To enable the students with regard to gaining insights into conduct of any business organization and how its sound knowledge helps a firm to perform in a smooth way.

Credits: 04

Semester IV

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Fundamental Issues: Meaning, Nature and Characteristics of Company, Classification of Companies, Formation of company: Promotion, Incorporation and Registration of a Company including Introduction of E-Registration process. Memorandum of Association, Articles of Association, Prospectus, Types of Prospectus, Misstatement in Prospectus.</p> <p>Highlights of Recent amendment in company laws,</p> <p>Functional Aspects: Meaning and Types of Shares and share capital, Dematerialization of shares, Issue & Allotment of Shares, Debentures and its types.</p> <p>Some Landmark case laws.</p>	22
II	<p>Directors: Definition, kinds of directors, Appointment, Powers, Rights and Duties of directors, Meetings, kinds of meetings, Resolutions.</p> <p>Management & Control: Prevention of Oppression and Mismanagement in Company, Lifting of Corporate Veil, Doctrine of Constructive Notice, Doctrine of Indoor Management, Constitution of NCLT & its functions, A brief introduction of the provisions of IBC, 2016 (Insolvency & Bankruptcy code), Winding up of Company, Leading judicial pronouncements related to corporate veil, NCLT & IBC etc.</p>	23

Reference Books/ Text Books / Cases:

- * Bagrial, A. K. Company Law. Noida: Vikas Publishing House Pvt. Ltd.
- * Gogna, P. P. A Textbook Of Company Law. New Delhi: S. Chand Publisher
- * Gulshan, S. S. Company Law. New Delhi: Excel Books.
- * Gulshan, S.S., & Kapoor, G. K. Business Law including Company Law. New Delhi: New Age International Pvt. Ltd.
- * Singh, A. Company Law. New Delhi: Eastern Book Company

Focus: This course is focused for entrepreneurship aligned with CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Recognise the fundamentals about the formation and types of companies.
- * Understand the procedure of issue of shares and SEBI Guidelines
- * Understand the role which company law plays in the affairs of a business firm.
- * Identify how various laws prevent any sort of mismanagement in a company



Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO2
CO3	PSO3
CO4	PSO2

BALO1108: CONSUMER PROTECTION LAWS

Introduction: The subject aims to acquaint the students in grasping the details as to consumer protection law and right of consumer for the betterment of the same.

Objectives: Students would be able to develop a basic understanding about Consumer protection and law in relation of their protection.

Credits: 04

Semester IV

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Consumer relations, market development, consumerism and globalization, Legislative Framework: Evolutionary steps of Consumer Protection Laws in India- Historical Approach; Consumer Protection Act, 2019- Legislation objectives, Definitions, Rights of consumer, Consumer Dispute Redressal Forum: Three tier system (grievance redressal), Jurisdiction, Complainants under Consumer Protection Act. Appeals and adjournments, Relief to consumer, limitations and other procedures. Role of UN in consumer rights.	23
II	Features of Competition Act, 2002; Highlights of Food Safety and Standards Act, 2006; Features of Legal Metrology Act, 2009. Case Studies of Consumer Protection: Goods – laws on manufacturing defects; Service – Airlines, Banking & Insurance, Medical & Lawyers negligence Emerging Issues In Consumer Protection And Law: Role of Civil Society in Consumer Protection, E-Commerce and Consumer Rights, ADR in resolution of Consumer disputes.	22

Reference Books/ Text Books / Cases:

- * Consumer Protection Act,: object and purpose of the Act and need to avoid references of consumers' complaints to civil courts, T.N. Pandey.
- * Law of Consumer Protection in India, D.N. Saraf, N.M. Tripathi.Comp LJ 10
- * Law of consumer protection, Singh Avtar
- * Consumer Protection, Dr. V.K. Agarwal, Bharat Publication.
- * Consumer Law in the information society, Wilhelm & son et. al.
- * Consumer Protection in the 21st Century: A Global Perspective, William T. Vukowich,

Focus: This course is focused for skill development aligned with C01

Intended Outcomes: After completion of the course, student will be able to:

- * Comprehend the prevailing law on consumer protection in India.
- * Awareness about basic procedures for handling consumer dispute.
- * Recognizing major international instruments on consumer protection.
- * Grasping the evolving questions and policy issues in consumer law for future research.
- * Understand the nuances related to consumer protection & e-commerce

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3
CO3	PSO3
CO4	PSO4/PO1

BBA00101: INTERNET & E-COMMERCE

Introduction: This subject focuses on key issues related to e-commerce including strategy development, competitive advantage and related terms necessary for a firm.

Objective: To enable students gain insights into current and emerging technologies, pricing, distribution channels, promotion, and advertising related to e-commerce.

Credits: 04

Semester IV

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Internet: Evolution, Protocols, Internet Vs Intranet, Growth of Internet, ISP, E-MAIL - Basics of Sending & Receiving, Free Email services. FTP & its usages. Telnet Concept, Internet chatting - Voice chat, Text chat. World Wide Web (www) - History, Working, Web Browsers, Its functions, Concept of Search Engines, Searching the Web, HTTP, URLs, Web Servers.</p> <p>Introduction to Electronic Commerce: Concept features, and functions of e-commerce, e-commerce practices v/s traditional practices, scope and limitations of e-commerce</p>	22
II	<p>Potential of E-Commerce, Applications of E-Commerce in manufacturing, wholesaling, retail and service sector.</p> <p>Security on Net & Firewall Concept: Meaning, Issues regarding security on internet, The firewall concept, Cryptography, Digital Signatures, Electronic mail security, Security protocols for web-commerce, Laws relating to Online transactions.</p> <p>Electronic Payment Systems: Introduction to payment systems, Types of various payment systems.</p>	23

Reference Books/ Text Books / Cases:

- * Kalakota, Ravi, &Whinston.B.Andrew, Electronic Commerce: A Manager's Guide. Pearson Education: New Delhi.
- * Feinman.M.Todd, & Greenstein. Marilyn, Electronic Commerce: Security, Risk Management & Control. Tata McGraw-Hill Publishing Company Limited: New Delhi.
- * Mann.Walia.Puja, &Nidhi, E-Commerce. MJP Publishers: Chennai
- * Bhasker.Bharat, Electronic Commerce: Framework, Technologies & Applications. Tata McGraw-Hill Publishing Company Limited: New Delhi

Focus: This course is focused for entrepreneurship aligned with CO3

Intended Outcomes:After completion of the course, student will be able to:

- * Understand the basic concepts and functions of e-commerce
- * Recognise the various methods and applications of e-commerce
- * Discuss various security and firewall concepts
- * Learn about the online payment system and its features

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PSO3
CO3	PO4
CO4	PSO3

BBA00105: MANAGEMENT INFORMATION SYSTEM

Introduction: This course in management information systems has been designed keeping in mind the significance which this concept plays in the overall scheme of things in a firm.

Objective: To enable the students gain insights into the various concepts about information systems and their subsequent management in an organization.

Credits: 04

Semester IV

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Definition, Purpose, Objectives and Role of MIS in Business Organization with particular reference to Management Levels, Location of MIS in the Organization concept and design. Transaction Processing System, Decision Support System, Executive Information system, Expert System, and the recent developments in the field of MIS. Concept & Types of Systems – Open, Closed, Deterministic, Probabilistic, etc.</p> <p>Information Concepts: Data and Information – meaning and importance, Relevance of Information in Decision Making, Sources and Types of Information, Assessing Information needs of the Organization</p> <p>System Development: Relevance of choice of System in MIS, Integration of Organization Systems and Information Systems, System Development Life Cycle, Software Processes, Requirement Analysis, Design & Implementation, Testing, MIS Applications in Business.</p> <p>Information Technology: Recent Developments in the Field of Information Technology: Hardware and Software, Data Communication Concepts and Internet, Centralized and Distributed Processing, Database, and Multimedia Applications.</p>	23
II	<p>Management challenges - Security and ethical challenges: Ethical responsibility of a business – computer crime – privacy issues – health issues – Security management of IT – tools of security management – internetworked security defenses – security measures – Information Technology Act 2000 in India.</p> <p>Enterprise and global management of IT: Managing the IS function – failures in IT management – the international dimension in IT management – Cultural, political and geo economic challenges Global business/IT strategies and applications – global IT platforms</p> <p>Advanced concepts in information system: Enterprise Resource Planning: Introduction, modules of ERP like Human Resources, Finance, Accounting, Production & Logistics, and E-business</p>	22

Reference Books/ Text Books / Cases:

- * Brien, J. O., &Marakas, G. *Management Information Systems - Managing Information Technology in the Business Enterprise*. New Delhi: Tata McGraw-Hill.
- * Laudon, K., & Laudon, J. *Essentials of MIS*. New Delhi: Pearson Education.
- * Murdick, R. G., Ross, J. E., &Clagget, J. R. *Information Systems for Modern Management*. New Delhi: Prentic-Hall India.

- * Parker, C., & Case, T. *Management Information System - Strategy & Action*. New Delhi: Tata McGraw Hill.
- * PaoloBellavista and Antonio Corradi, "Handbook of Mobile Middleware", Auerbach Publication.
- * Reza B'Far, "Mobile Computing Principles", Cambridge University Press.
- * Frank Adelstein, S.K.S. Gupta, Golden G. Richard III and Loren Schwiebert, "Fundamentals of Mobile and Pervasive Computing", McGraw-Hill Professional.
- * DejanMilojicic, Frederick Douglass, Richard Wheeler, "Mobility: Processes, Computers, and Agents", Pearson Education.

Focus: This course is focused for entrepreneurship aligned with CO3

Intended Outcomes: After completion of the course, student will be able to:

- * *Comprehending and mapping the idea of management information systems*
- * *Learning the relevance of Information System in current scenario.*
- * *Understand the impact of IT in an organization.*
- * *Identify and understand the challenges which one faces while dealing with management information system*

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1
CO2	PSO3
CO3	PSO3
CO4	PSO4

BBHC0806: DEVELOPING COMPETITIVE EDGE-IV

Introduction: This subject of Developing Competitive Edge-IV has been designed keeping in mind the requirements of those students who intend to pursue higher education in management and to prepare them to successfully achieve this target and making them understand the significance how quantitative and reasoning ability helps a person in every aspect of decision making in life and by focusing on use of information technology to get required information to achieve this task.

Objective: To help them in developing the capacity for consciously making sense of things, applying logic, establishing and verifying facts and beliefs based on new or existing information get themselves associated with thinking, cognition, and intellect. This will help them to develop a habit of data crunching and to derive to a conclusion in an organized manner which suits the problem best.

Credits: 02

Semester IV

L-T-P: 0-0-3

Module No.	Content	Teaching Hours (Approx.)
I	Quantitative Aptitude: Progressions : Arithmetic Progression, Geometric Progression Reasoning Ability: Syllogism I: Basic Terminology, Venn diagram Approach with three logics intersection, inclusion and exclusion. Introduction of Different Premises. Time Speed and Distance: Relation between Time, Speed, Distance, Problem on Boats, Problem on Trains, Relative Speed (Same Direction and Opposite Direction), Circular Motion, Races	22
II	Quantitative Aptitude: Reasoning Ability: Logical Deduction: Introduction to Primary Statements, Conversion of given statement to basic premises, Introduction to different solving methods Probability : Basic probability, Conditional Probability, Baye's Theorem and Total Probability Reasoning Ability: Problem Solving (Type I): Distribution, Introduction of structure based distribution, Pure Information Based distribution	23

Reference Books/ Text Books / Cases:

- * How to prepare for Quantitative aptitude test for CAT , by Arun Sharma, Fifth edition, T.M.H publication
- * How to Crack Test of Reasoning: In All Competitive Exam , by jaikishan and premkishan, Arihant publication
- * Analytical Reasoning Revised Edition by, M.K pandey, BSC publication
- * Quantitative aptitude by R.S aggarwal for Bank P.O/I.B.P.S P.O/A.A.O / Railways , S. chand publication
- * Patodi, B, Choudhary, A, Verbal Ability & Comprehension for CAT/ XAT/ IIFT/ CMAT/ MAT/ Bank PO/ SSC 2nd Edition, New Delhi, Disha Publication
- * Saxena, V, Bhatia, V, Crack WAT/GD/PI for MBA Admissions (Must for CAT/ XAT/ IIFT/ FMS/ SNAP/ NMAT/ CMAT Aspirants), New Delhi, Disha Publication

Focus: This course is focused for entrepreneurship aligned with CO2

Intended Outcomes:After completion of the course, student will be able to:

- * Enhance logical and visualizing ability.
- * Identify perseverance to solve problems.
- * Enhance reasoning ability to solve complex problems

* *Express inferences from mathematical calculation*

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3
CO3	PSO3
CO4	PSO2



BBHC0807: MANAGERIAL APTITUDE-IV

Introduction: This course has been designed for the students to gain insights into their psychological well-being, competitiveness, ability to write and speak well as well as to prepare them better for various competitive exams.

Objective: To enable the students towards better reading, writing and speaking skill so as to make sure that they learn to grow in the right manner

Credits: 02

Semester IV

L-T-P: 0-0-3

Module No.	Content	Teaching Hours (Approx.)
I	<p>Better Analysis of Newspapers: Enabling the students towards getting more out of newspapers and other reading contents</p> <p>Enhanced Speaking Skills and Interview Skills: To be done with the help of such classroom exercises as extempore and public speaking. Study of Interview modes, List of questions for Interviewers, Personal and Telephonic interview in the class room.</p> <p>Writing Ability Improvement: Make students realize the significance of better writing skills through exercises</p> <p>Business Style and Professional Image: Dress codes, Guidelines for appropriate Business Attire- Differentiate among the dress sense - casual, semi-formal and formal.</p> <p>Learning through Simulation Games: Let students develop their spontaneous and creative self through simulation games</p> <p>Improved Understanding of Verbal Ability: To be done through such exercises as jumbled paragraphs, substitute words, completion of sentences, etc.</p> <p>Meeting and Board Room Protocol: Guidelines for planning a meeting, before the meeting, On the day of meeting, guidelines for attending a meeting- For the Chairperson, for Attendees and for Presenters.</p>	22
II	<p>Psychometric Aptitude Test: Exercises which would make the students aware of their psychological aspect in a better manner</p> <p>Understanding Basic Financial, HR and Marketing Knowledge and Terms: Helping the students to understand day-to-day terms as found in financial domain for better grasp</p> <p>Case-based Learning: To promote caselet discussion in the class thereby enabling the students towards impromptu thinking and problem solving</p> <p>Better Grasp on Words & Phrases: To be made possible with such exercises which would test the students for their ability and command on frequently used words</p> <p>Brain Enrichment Exercises: Make the students aware with such exercises as spot the differences, quick response to visuals, etc.</p> <p>Role Plays & Ad Mad Shows: To promote the enterprising spirit and creativity in the students by performing on interesting topics and products</p> <p>Brain-storming Sessions: To make the students aware of their ability to think and speak, exercises would help them to understand and speak their mind</p>	23

Reference Books/ Text Books / Cases:

- * Lawndes, L., How to Talk to Anyone, New York , McGraw Hill Education
- * Lewis, N, Word Power Made Easy. New York, Pocket Books
- * Patodi, B, Choudhary, A, Verbal Ability & Comprehension for CAT/ XAT/ IIFT/ CMAT/ MAT/ Bank PO/ SSC New Delhi, Disha Publication
- * Saxena, V, Bhatia, V, Crack WAT/GD/PI for MBA Admissions (Must for CAT/ XAT/ IIFT/ FMS/ SNAP/ NMAT/ CMAT Aspirants), New Delhi, Disha Publication

Focus: This course is focused for skill development aligned with C01

Intended Outcomes: After completion of the course, student will be able to:

- * Understand and Use various terminologies as found in day-to-day conversation
- * Develop a better understanding on the current affairs
- * Enhance personality skills to present in interviews/seminars/events etc
- * Learn to express in public with confidence and ease

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO2
CO3	PSO3
CO4	PO4/PSO3

BBHC0008: BUSINESS ANALYTICS

Introduction: This course in business analytics has been designed keeping in mind the significance of it in management studies and how it can be used in business scenarios.

Objective: To enable the students to gain insights into how business analytics should be used to reap benefits in real business world scenario

Credits: 04

Semester V

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Business Intelligence: Definitions and Examples in Business Intelligence, Need, Features and Use of Business Intelligence (BI), BI Components- Data Warehouse, Business Analytics, Business Performance Management.</p> <p>Business Analytics: Introduction to Business Analytics, Need and Scope, Components (Business Context, Technology, Data Science). Types (Descriptive, Predictive and Prescriptive). Data Sets and Databases, Data reliability and validity; Uncertainty and Risk, Business Intelligence.</p> <p>Types of Digital Data: Definition, Sources, Storage and Characteristics of Structured, Unstructured and Semi Structured Data; Data Warehouse: Definition, characteristics, framework, Data Lake. Sampling and Estimation</p>	23
II	<p>Data Visualization: Meaning and Significance of Data Visualization as used in modern research, Tools and software for data visualization; Meaning and Usage of Data Dashboards, Regression: Linear Regression, Multiple Regression.</p> <p>Data Mining: Scope Concept and applications of Data Mining; Data Exploration and Reduction.</p> <p>Big Data Analytics: Definition and characteristics of big data, Fundamentals of big data analytics. Time Series Analysis</p> <p>Analytics in Business Support Functions: Sales & Marketing Analytics, HR Analytics, Financial Analytics, Production and operations analytics Application of Business Analytics in Industries: Telecom, Retail, Healthcare, Financial Services. Decision Analysis</p>	22

Reference Books/ Text Books / Cases:

- * Albright, S., and Wayne Winston. Business Analytics: Data Analysis & Decision Making. Nelson Education
- * Anil Maheswari. Data Analytics. Mc Graw Hill
- * Sandhya Kuruganti&HindolBasu.
- * Business Analytics: Applications to Consumer Marketing. Tata McGraw Hill
- * Kadre, Shailendra, and Venkat Reddy Konasani. Practical Business Analytics Using SAS: A Hands-on Guide. Apress,
- * Rao, PurbaHalady. Business Analytics: An application focus. PHI Learning Pvt. Ltd.,

Focus: This course is focused for Employability aligned with C01

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the various terminologies related to technology and its application to facilitates managerial decision.*
- * *Understand the various measure of business analytics*
- * *Establish interrelationship among business intelligence, business analytics and its support functions.*
- * *Explain the various ethical practices and prevention of fraud through technology, theft of data etc.*

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO2
CO3	PSO3
CO4	PO4/PSO2

BBAE 0101: TRAINING & DEVELOPMENT

Introduction: This course will emphasize the theory of training and development, research to determine needs, types of program, practices as found in an organization

Objectives: To enable the students with regard to conducting a training & development session and education of programme in their knowledge.

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Training and Development and techniques Introduction: Concepts of Training & Development, Definition, Meaning, Need for training, Importance of training, Objectives of training, Overview of training functions, Types of training, Training and learning, Principles of learning, Training needs assessment – organizational analysis, operational analysis, person analysis; Designing the training programme, attributes and factors influencing training design Behavioral skills and profile of trainer. Techniques & HRD: Types of training, Techniques of on the job training, off the job training. Technology in Training: CBT, Multimedia training, e- learning/online learning.	23
II	HRD: Training environment, Areas of training, Training aids, how to improve effectiveness of training programmes by applying learning principles, Human Resource Development concept- HRD at micro and macro levels, Management development programmes. Training evaluation: Reasons for evaluating training, Overview of the evaluation process, Outcomes used in the evaluation of training programs, Models of training evaluation, Considerations in choosing an evaluation design, Measurement of effectiveness of training.	22

Reference Books/ Text Books / Cases:

- * Ashwathapa, K. Human Resource Management. New Delhi: Tata McGraw Hill.
- * Bhatia, S. K. Training & Development. New Delhi: Deep & Deep Publication.
- * Jankiram, B. Training & Development - Indian Text Edition. New Delhi: Dreamtech Press.
- * Patnayak, B. Human Resource Management. New Delhi: PHI Learning

CASE:

- * VSP Rao page no. 215 “ Poor Sanjay” Excel Books

Focus: This course is focused for Employability aligned with CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the Training & development Importance in an organization.
- * Describe the scope of Training & Development in employee well-being in corporate world.
- * Understand the future trends and models related Training & HRD.
- * Highlighting the core competencies of Behavioral skills trainer.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)



COs	POs/ PSOs
CO1	PO1
CO2	PO3
CO3	PSO3
CO4	PSO4



BAE0102: INDUSTRIAL RELATIONS

Introduction: This course serves as an introduction into the field of industrial relations. Students will learn about the history of the field and an introduction to labour unions.

Objectives: To enable the students with regard to various models of dispute resolution, labour-management cooperation, dispute settlement machineries and other Industrial relation issues

Credits: 04

Semester V

L-T-P :4-0-0

Credits: 04		Semester V	L-T-P :4-0-0
I	<p>Introduction to Industrial Relations: Meaning, objectives, scope, determinants of Industrial relations, Factors affecting Industrial relation.</p> <p>Approaches to Industrial relation: Psychological, Sociological, Human Relation, Socio-ethical, Gandhian, system Approach.</p> <p>Trade Unionism- Concept, objectives of Trade Unions and Methods of achieving the objectives; Features and functions of trade unions.</p> <p>Industrial Disputes: Concept, Features, causes, classification of industrial disputes.</p> <p>Methods of prevention of Industrial Disputes: Tripartite and Bipartite bodies, Standing orders and grievance procedure, Ethical codes, collective bargaining.</p>	23	
II	<p>Industrial Dispute Settlement Machinery: (conciliation, arbitration and adjudication) - Work Committees, Conciliation, Board of Conciliation, Court of enquiry, Labour Court, Industrial Tribunal, National Tribunal, Grievance handling.</p> <p>Workers' Participation in Management: Concept, purpose and significance of participation; Forms of participation: information sharing, consultation, association of workers, joint decision-making and Board of Directors.</p> <p>International Labor Organization: An Introduction to ILO: origin, objectives and structure of ILO.</p> <p>Impact of Globalization & Information Technology on IR, Role of Human Resource Development in Developing Industrial Relation.</p>	22	

Reference Books/ Text Books / Cases:

- * Mamoria, C. B., Mamoria, S., & Gankar, S. V. Dynamics of Industrial Relations. New Delhi: Himalaya Publishing House.
- * Monnappa, A. Industrial Relations. New Delhi: Tata McGraw Hill.
- * Sen, R. Industrial Relation in India. New Delhi: Macmillan India.

CASE:

- * CGC limited, Chapter no. 14, Pg No. 440, Ratnam, C.S. Venkata, Industrial Relation, Oxford University Press

Focus: This course is focused for skill development aligned with CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the history and models of the Industrial Relations system.
- * Discuss genesis of industrial conflicts and disputes.
- * Describing the functioning of various Industrial conflict settlement machineries.

- * Discussion on latest issues and challenges in labor laws and welfare facilities of employees in corporate sector.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3
CO3	PSO3
CO4	PSO2

BBAE0103: GROUP DYNAMICS & TEAM BUILDING

Introduction: This course in group dynamics and team building acquaints the students with the nuances of the subject keeping in mind the perspective that they have.

Objectives: To enable the students to develop an understanding about group and team building so that they can utilize the same in their day-to-day conversation

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Overview of Group: Meaning of Group and Group Dynamics; Formation of group; Group Properties- Roles, Norms, Structure, Size and Cohesiveness. Stages of Group Development- The five-stage Model, An alternative Model: for temporary groups for deadlines. Types of Group -Formal groups and Informal groups. Characteristics of an Effective Group. Team Building Process: Overview of team; Difference between Groups and Teams.	22
II	Types of Teams- Problem-solving Teams, Self-Managed Teams, Cross-functional teams, Virtual Teams; Stages of team development:- Storming, Norming, Forming, Performing and Adjourning; Quality circles; Evaluating team performance. Goal Setting of Team: Defining roles and responsibility of team members; External and Internal factors affecting team building; Handling conflicts in a team; Ingredients of Effective teams and Potential team Problems.	23

Reference Books/ Text Books / Cases:

- * Rao, V.S.P. Human Resource Management, New Delhi. Excel Books.
- * Bhattacharya, D. K. Organizational Change & Development. New Delhi: Oxford University Press.
- * Robbins, S. P., Sanghi, S., & Judge, T. A. Organizational Behavior. New Delhi: Pearson Education.

Focus: This course is focused for skill development aligned with C01

Intended Outcomes: After completion of the course, student will be able to:

- * Outline the importance of managerial capability through team building & group dynamics.
- * Understand the prerequisites of having an effective group and team building.
- * Discuss elementary level of understanding of group/team functions.
- * Discussion on latest trends and future model of team building.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2



GLA
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MATHURA

Course Curriculum

[Bachelor of Business Administration (Honours) –BBA (H)]

CO2	PO3/PSO3
CO3	PSO3
CO4	PSO4



BBAE0104: COMPENSATION & REWARD MANAGEMENT

Introduction: This course is designed to promote understanding regarding issues related to compensation in corporate sector and how the same affects the overall scheme of things

Objectives: To enable students impart skills in designing, analysis and restructure compensation management system, policies and strategies.

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction of Compensation and Reward: Compensation meaning, Objectives, Principles of Compensation, Types of compensations, Wage concepts, minimum, Fair and Living wage, Compensation Benchmarking, Compensation Administration. Meaning and Types of Reward System, Elements of Employee Rewards. Need, Objectives & Types of Fringe Benefits. Job Design and Job Evaluation: Meaning, Strategies and Techniques of Job Design; Meaning and Methods of Job Analysis; Fundamental Concepts of Job Description and Job Specification;	23
II	Concept, Process, Methods of Job Evaluation; Alternatives Methods of Job Assessment. Strategic Compensation Management and Innovations in Compensation: Meaning of Strategy, Compensation Design and Strategy, Strategic Planning, Strategic Compensation Design, Strategic compensation Policies. Variable Compensation, Retirement Plans, Employees Benefits-Gratuity computation, Provident fund, Dearness allowance.	22

Reference Books/ Text Books / Cases:

- * Bhattacharya, D.K., *Compensation Management*, New Delhi: Oxford University Press.
- * Rao, V.S.P., *Human Resource Management*, New Delhi: Excel Books.
- * Sharma, A.M., *Personnel and Human Resource Management*, New Delhi: Himalaya Publishing house.

Case:

- * New Delhi Shopping Point, Bhattacharya, D.K., *Compensation Management*, Oxford University Press.

Focus: This course is focused for Entrepreneurship aligned with CO1

Intended Outcomes: After completion of the course, student will be able to

- * Recognize the need and utility of compensation in the organisation.
- * Understand the concept of compensation and reward management.
- * Apply skills in designing, analyzing and restructuring compensation packages.
- * Analyze the impact of compensation and rewards management on organisation.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2



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MATHURA

Course Curriculum

[Bachelor of Business Administration (Honours) –BBA (H)]

CO2	PO3/PSO3
CO3	PSO3
CO4	PSO2

BBAE0201: SALES & DISTRIBUTION MANAGEMENT

Introduction: *The course has been designed to familiarize the students with concepts, procedures, practices and complexities of Sales Management.*

Objectives: *To enable the students to gain insight about the various concerns as related to the fields of sales and distribution management as found in today's organizations.*

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction & Concept of Sales Management: Nature, meaning, scope and objectives of Sales Management. Concept and Principles of Sales. Distinction between marketing and sales Management. Objectives of sales. Selling Process: Preparation, prospecting, pre-approach, sales presentation, closing of sales. Market identification-sales forecasting – qualitative and quantitative methods. Sales organization its functions and forms. Sales Manager and Sales Force: Qualities, types and their functions/duties. Recruitment, Selection, Training and Remuneration of Sales Force.	23
II	Sales Force Motivation: Motivation of Sales force. Supervision and control of Sales force. Sales force Performance and its Evaluation. Sales Territories, Quota and Reports. Sales Promotion, Demonstrations and Conference. After Sales Service. Prospecting, Objection Handling. Distribution Management: Physical Distribution System Meaning and Organization. Types of Channels of Distribution: functions, Selection & motivation of intermediaries. Transport system elements and management: Features, Types & role of different modes of transport.	22

Reference Books / Text Books / Cases:

- * Davar, R. S. Salesmanship & Publicity. New Delhi: Vikas Publishing House.
- * Gupta, S. L. Sales & Distribution Management. New Delhi: Excel Books.
- * Sahu, P. K., & Raut, K. C. Salesmanship and Sales Management. New Delhi: Sangam Books Pvt. Ltd.
- * Still, R. R., Edward, C. W., & Norman, G. A. Sales Management - Decision Strategy & Cases. New Delhi: Pearson Education

Case:

- * Vishal Jhulka's Dilemma: Sales and Distribution Management by TapanK.Panda and Sunil Sachdev, Chapter no. 1 (Introduction to Sales Management), page no. 39-40, Oxford University Press, New Delhi.

Focus: This course is focused for Entrepreneurship aligned with CO3

Intended Outcomes: *After completion of the course, student will be able to*

- * *Interpret the basic concepts pertaining to Sales and Distribution*
- * *Identify the role of a sales manager and sales force*
- * *Discuss awareness about the various concepts and principles related to Sales*
- * *Discuss sales aptitude as well as attitude*

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO3/PSO2
CO3	PSO3
CO4	PSO4

BBAE0202: RURAL MARKETING

Introduction: To develop an understanding about agricultural based rural economy in India and to access the potential of rural markets for durable and non-durable products.

Objectives: To enable the students develop an insight about the successful marketing strategies for rural market and how to monitor the same

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Rural Marketing: Concept, Definition, Significance, Scope and Classification of Rural Market, Understanding of Rural Economy, Characteristics & Classification of Rural Consumers,</p> <p>Rural Marketing Environment: Geographic, Economic, Socio-cultural, Infrastructural Factors and their Influence on Rural Marketing Operations; Classification of Rural Products, Rural v/s Urban Marketing; Challenges related to Rural Market in India.</p> <p>Marketing Mix for Rural Products: Product: Product Categories- FMCG, Consumer Durables, Agricultural Goods and Services; Price: Factors Affecting Pricing, Pricing Strategies in Rural Market.</p> <p>Understanding Rural Retailing</p>	23
II	<p>Marketing Mix for Rural Products: Place: Distribution Channels (Innovative Distribution Channels like- ITC, e-chaupal, Godrej Aadhar, HUL Shakti) and Logistics in Rural Market;</p> <p>Promotion: Promotion in Rural Marketing, Role of Advertising, Sales Promotion, Publicity and Personal Selling in Rural Marketing. Challenges in Rural Communication.</p> <p>Marketing of Agricultural Products: Meaning and Definition of Agricultural Marketing; Agri-Input products VS Agri-output products; Problems and Limitations of Agri-marketing in India.</p> <p>Bottom of the Pyramid marketing: Concept and evolution; Relevance in rural marketing; Some Successful Firms engaged in BOP marketing</p> <p>Future of Rural Marketing in India and the Role of Government</p> <p>Role of Technology on Rural Consumers and Markets</p>	22

Reference Books/ Text Books / Cases:

- * Gupta, K.B., Siddiqui, F. & Alam, I. Rural Management. New Delhi: World Press
- * Kashyap, P. (2016). Rural Marketing, 3/e. Pearson Education India.
- * Prahalad, C. K., & Prahalad, C. K. . The Fortune at the Bottom of the Pyramid. Wharton School Pub.
- * Krishnamacharyulu, C. G. & Ramakrishnan, L. Rural Marketing. New Delhi: Pearson Education

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* **Focus: This course is focused for Entrepreneurship aligned with CO2**

Intended Outcomes: After completion of the course, student will be able to

- * Describe the availability of scope prevailing in rural market
- * Understand the practices and application of marketing mix in rural market.
- * Draw the outcomes why rural customers behave in a certain way

* *Apply the evolving concepts in marketing in rural demography*

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO3/PSO3
CO3	PO4/PSO3
CO4	PSO4



BBAE0203: INTERNATIONAL MARKETING

Introduction: This course in international marketing would help the students to acquaint themselves with the nuances as related with the subject.

Objectives: To assist the students in grasping the fundamentals of doing business in today's global scenario in the context of the marketing aspect of it.

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	International Marketing - Introduction and Planning Definition, Scope, Objectives, Domestic v/s International Marketing - Similarities and Differences, Process of Internationalization, Benefits of International Marketing, Challenges, Reasons of Entry in International Markets, Foreign Market Entry Strategies, Marketing Research, Marketing Information System & Sources, Market Analysis. International Market Environment Political Environment – Types of Governance in the Globe, Political Risks & how to Minimize them Cultural Environment – Culture, Its Elements, Its influence on Consumption	23
II	Thinking, and Communication Process, Cultural Changes Legal Environment – Legal Systems, IPRs, Branch v/s Subsidiary, International Dispute International Marketing Decisions related to 4 Ps Product - Global Product, International Product Planning, Strategies, International Branding & Packaging Decisions, Warranties & Services Price – Price Standardization, Transfer Pricing, Financing & Payment Methods, Exchange-related Issues Distribution - Global Channel Structures & Management, Channel Members – Selection & Roles Promotion – Global Advertising Pattern, International Promotion & Communication, Personal Selling & International Sales Negotiation.	22

Reference Books/ Text Books / Cases:

- * Cherunilam, F. International Business. New Delhi: Prentice Hall Of India.
- * Jain, S. International Marketing Management. New Delhi: CBS.
- * Joshi, R. M. International Marketing. New Delhi: Oxford University Press.
- * Varshney, R. L. & Bhattacharya, B. International Marketing Management. New Delhi: Sultan Chand & Sons

Case Study:

- * Building Indian Brands in the Diamond Jewellery Segment: *International Marketing* by Rakesh Mohan Joshi, Pages 362-64, Oxford University Press, New Delhi

Focus: This course is focused for skill development aligned with C01

Intended Outcomes: After completion of the course, student will be able to:

- * Acquaint themselves with the nuances of international marketing as a domain.
- * Understand and explain the basic concepts in international marketing

- * *Analyze the various concepts related to international marketing environment*
- * *Demonstrate awareness regarding the international marketing mix elements*

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PSO3
CO4	PSO3

BBAE0204: DIGITAL MARKETING

Introduction: This course focuses on key issues related to digital marketing including strategy development, competitive advantage, current and emerging technologies, pricing, distribution channels, promotion, etc. This course aims to familiarize students to create strategic and targeted online campaigns.

Objectives: To understand the basic concepts and functions of Digital marketing. To develop awareness about the various methods and applications of Digital marketing.

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Digital Marketing: Introduction, Moving from Traditional to Digital Marketing, Integrating Traditional and Digital Marketing; Concept of Search Engine Optimization (SEO); Concept of Pay Per Click.</p> <p>Social Media Marketing: Introduction, Process - Goals, Channels, Implementation, Analysis.</p> <p>Tools: Google and other Search Engines, Facebook, Twitter, Pinterest, Instagram, YouTube and LinkedIn.</p> <p>Issues: Credibility, Fake Narrative, Paid Influencers</p> <p>Email and Mobile Marketing: Email Marketing: Introduction, email marketing process, design and content, delivery, discovery, Benefits & Limitations.</p>	23
II	<p>Mobile Marketing: Introduction and concept, Process of mobile marketing: goals, setup, monitor, analyze; Improving Digital Experiences with Mobile Apps Enhancing, Pros and Cons.</p> <p>Engaging consumers effectively with mobile-based apps.</p> <p>Targeted Advertising. Issues: Data Collection, Privacy, Data Mining, Money and Apps, Security, Spam. Growth Areas.</p> <p>Managing Digital Marketing: Content Production; Video based marketing; Credibility and Digital Marketing; IoT; User Experience;</p> <p>Future of Digital Marketing: Scope & Challenges Ahead.</p>	22

Reference Books/ Text Books / Cases:

- * Ian Dodson. The art of Digital Marketing. Wiley
- * Philip Kotler. Marketing 4.0: Moving from Traditional to Digital
- * Ryan, Damien: Understanding Digital Marketing. Kogan Page Limited.
- * Gupta, Sunil: Driving Digital Strategy. Harvard Business Review Press
- * Bhatia, Puneet S.: Fundamentals of Digital Marketing. Pearson

Focus: This course is focused for Entrepreneurship aligned with CO3

Intended Outcomes: After completion of the course, student will be able to:

- * Define the concept of digital marketing and its practical implications.
- * Express innovative insights of digital marketing enabling a competitive edge
- * To understand and being able to create and run digital media based campaigns
- * Identify and utilize various tools of digital marketing

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO3/PSO2
CO3	PSO3
CO4	PSO4

BBAE0301: INTERNATIONAL FINANCIAL MANAGEMENT

Introduction: *This subject enables the students to develop awareness about international financial management and related practices as found*

Objectives: *To enable the students to gain insights into the role of the various global institutions, their structures as well as international trade in India.*

Credits: 04

Semester V

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: International Financial Management and Domestic Financial Management, Nature and Scope of International Financial Management</p> <p>International Monetary System and its evolution – Gold Standard, Bretton Woods System, Exchange Rate Regime.</p> <p>International Financial Flows, Balance of Payment – Structure, Disequilibrium and Adjustment.</p> <p>Foreign Exchange Market: Introduction, Features, Participants, Exchange Rate Quotation, Segments of Foreign Exchange Market – Spot Market, Forward Market, Futures & Options, Concept of Speculation, Arbitrage and Hedging in Foreign Exchange Market</p>	22
II	<p>Exchange Rate Determination: Mechanism, Factors, Theories – PPP & IRP</p> <p>Exchange Rate Risk: Concept, Types and Risk Management Techniques – Internal & External.</p> <p>International Working Capital Management: Overview, International Cash Management, International Receivables Management, International Inventory Management.</p> <p>International Financial Market: Overview, International Equity Market – ADR and GDR, International Bond Market – Foreign Bond & Euro Bond</p> <p>Financing of Foreign Trade: Modes of Payments in International Trade – D/A, D/P, Letter of Credit etc. Methods of Trade Financing – Pre-shipment and Post-shipment etc.</p>	23

Reference Books/ Text Books / Cases:

- * Apte, P. G. International Financial Management. New Delhi: Tata McGrawHill.
- * Jain, P. K., Peyrard, J., & Yadav, S. S. International Financial Management. New Delhi: Macmillan Publishers India Ltd.
- * Srivatava, R. M. Multinational Financial Management. New Delhi: Excel Books.
- * Varshney, R. L., & Bhashyam, S. International Financial Management. New Delhi: Sultan Chand & Sons.
- * Vyuptakesh, S. International Financial Management. New Delhi: Prentice-Hall of India

Focus: This course is focused for skill development aligned with C01

Intended Outcomes: *After completion of the course, student will be able to:*

- * Understand the various aspects of international financial management
- * Learn about the various international economic groups
- * Discuss about the numerous international institutions

* *Identify the changing scenario of the international economic environment*

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PO3
CO3	PO4/PSO3
CO4	PO3/PSO4

BBAE1302: MANAGEMENT OF FINANCIAL INSTITUTIONS & SERVICES

Introduction: The course involves the emphasis on banking and key financial services so that scholar gets an exposure to various dynamics of financial system

Objectives: To enable the students to explore Indian financial system and be comfortable in understanding its implications on economic growth

Credits: 04

Semester V

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction of Financial System Characteristics, Significance, Evolution, Regulatory Framework, Major Issues in Indian Financial System. Recent Developments in the Financial System Brief overview of Financial markets and financial instruments Financial institutions: Banking and its Structure in India, Commercial Banking - Operating Aspects, Evolving trends, Management of Assets and Liabilities, Basel Norms, Merchant Banking Functions, Issue Management, Underwriting Non-Banking Financial Company-Meaning, Functioning, Classification – AFC, IC, LC, IFC, CIC-ND-SI, MFI Insurance: Life and Non-Life Insurance (Marine / Motor / Fire / Health / Pension Plan / Annuity / Rural Insurance)	22
II	Operational Aspects Special financial institutions: Development banks (IDBI, ICICI, IFCI), Sectoral financial institutions (EXIM Bank, SIDBI), Investment institutions (UTI, LIC, GIC) and State level institutions (SFCS, SIDCS) Financial Services: introduction, characteristics, functions and its types (a) Fee based Services –Corporate Advisory Services, Credit Rating, Mutual Funds, Debt Securitization. loan syndication, Mergers and acquisitions. (b) Fund based Services – Lease and Hire Purchase, Housing Finance, Credit Cards, Financial Inclusion, Microfinance Venture Capital, Factoring, Forfeiting, and Bill Discounting	23

Reference Books/ Text Books / Cases:

- * Frank J. Fabozzi, F. Modigliani, Foundation of Financial Markets & Institutions (Third Edition), Pearson Education.
- * Kohn, M. Financial Institutions & Markets. TATA McGraw Hill.
- * Khan, M. Y. Indian Financial System. Fourth Edition. TATA McGraw Hill.
- * Pathak, Bharti V. Indian Financial System. Pearson Publication

Focus: This course is focused for Employability aligned with C01

Intended Outcomes: After completion of the course, student will be able to:

- * Understanding the various financial institutions and their functions
- * Observe the various features related to insurance and how to use it
- * Translate the main concepts of financial services into practical.
- * Predict the basis upon which they can develop into a financial practitioner

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)



COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PO3
CO3	PO4/PSO3
CO4	PO3/PSO4

BBAE0303: COST ACCOUNTING FOR BUSINESS MANAGERS

Introduction: *In developing economy like ours, the importance of cost accounting has been acknowledged by all when optimum utilization of resources is the need of the day.*

Objectives: *To enable the students to gain insights into the various concepts related to cost accounting and the terms which characterize the phenomenon of costing*

Credits: 04

Semester V

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction – Meaning of Cost, Costing and Cost Accounting – Comparison between Financial Accounts and Cost Accounts, Cost Unit, Cost Center.</p> <p>Elements of Cost- Concepts of Cost and Classifications of Cost, Preparation of cost sheet, Tenders and Quotations procedure followed in modern set of market.</p> <p>Contract Costing – Basic concepts, Types of contract, recording of costs of contract, profit on uncompleted contracts, work in progress, cost plus contract, escalation clause. Practical Industries Numerical problems.</p>	22
II	<p>Standard costing – standard cost and standard costing, standard costing and budgetary control, analysis of variances, importance of variances, practical numerical on control and material variances. Process Costing - Meaning, Features, elements of production cost, Process costing, By-products Normal loss/gain and Abnormal Loss/ Gains, Preparation of process accounts. Need for valuation of WIP.</p> <p>Job Costing – Meaning, Features, Advantages and Limitation.</p> <p>Operating Costing –Meaning, Features, Objectives & Techniques of Costing, modern procedure followed by manufacturing units.</p>	23

Reference Books/ Text Books / Cases:

- * Jain, S. P.&Narang, K. L. Cost Accounting. New Delhi: Kalyani Publishing House
- * Khan, M. Y. & Jain, P. K. Management Accounting. New Delhi: Tata McGraw Hill
- * Kishore, R. M. Cost accounting. New Delhi: Taxmann Publishing
- * Maheshwari, S. N. &Maheshwari S. K. Cost and Management Accounting. New Delhi: Vikas Publishing House.

Focus: This course is focused for Employability aligned with C04

Intended Outcomes:*After completion of the course, student will be able to:*

- * *Define the basic cost concepts, element of cost & Preparation of Cost Sheet.*
- * *Classify the principles and techniques used in recording, analyzing and reporting costs*
- * *Understand the principles and techniques used in revenues for internal management purposes.*
- * *Develop applicable cost concepts in making short term decisions and the application of spreadsheets in management accounting.*

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO3/PSO2
CO3	PO4/PSO3
CO4	PO6/PSO4



BBAE0304: WORKING CAPITAL MANAGEMENT

Introduction: *This subject has been designed keeping in perspective the various aspects of working capital management as found in an organization.*

Objectives: *To enable the students to develop understanding about working capital management and its functioning in businesses*

Credits: 04

Semester V

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction – Meaning and Components of Working Capital, Gross and Net Working Capital, Permanent and Temporary Working Capital, Positive and Negative Working Capital, Objectives of Working Capital Management.</p> <p>Operating Cycle Concept – Reasons for Prolonged Operating Cycle, How to reduce Operating Cycle.</p> <p>Working Capital Requirement – Factors determining Working Capital, Working Capital in Seasonal Industries, Working Capital during Inflation, Working Capital in Industries with shift working.</p> <p>Inventory Management – Meaning and Nature of Inventory, Purpose / Benefits of Holding Inventory, Risk and Costs of Holding Inventories, Meaning and Objectives of Inventory Management.</p>	22
II	<p>Tools and Techniques of Inventory Management - Determination of Stock Levels, Determination of Safety Stocks, Ordering systems of Inventory, Economic Order Quantity, ABC Analysis, VED Analysis, FNSD Analysis, Inventory Turnover Ratios, JIT Control System. Numericals on Stock Levels, Economic Order Quantity.</p> <p>Receivables Management – Meaning of Receivables, Cost of Maintaining Receivables, Factors influencing size of Receivables, Forecasting the Receivables, Meaning and Objectives of Receivables Management, Dimensions of Receivables Management: Forming of Credit Policy, Executing the Credit Policy, Formulating and Executing Collection Policy.</p> <p>Cash Management – Nature of Cash, Motives of Holding Cash, Cash Management, Managing cash flows, Determining Optimum Cash Balance.</p>	23

Reference Books/ Text Books / Cases:

- * Bhattacharya, H. *Working Capital Management*. New Delhi: Prentice-Hall of India.
- * Kishore, R. M. *Financial Management*. New Delhi: Taxmann Publication
- * Mathur, S. B. *Working Capital Management & Control*. New Delhi: New Age International.
- * Rustagi, R. P. *Working Capital Management*. New Delhi: Taxmann Publication

Case Study: Case Study – Case on M/S HI-TECH ELECTRONICS related to Management of Cash
(Source – Financial Management – M Y Khan & P K Jain; Page no. 14.43-14.46)

Focus: This course is focused for skill development aligned with C02

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts related to working capital management
- * Discuss the management of receivables and inventory
- * Learn the management of cash by an organization
- * Determine and financing working capital requirements

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1
CO2	PO3/PSO1
CO3	PSO3
CO4	PSO4

BFBE0301: MANAGING SMALL & FAMILY BUSINESS

Introduction: This subject exposes students to the objectives, challenges, and requirements for effectively managing the small to mid-sized business.

Objectives: To enable the students to take key decisions required of the entrepreneur/manager, the driving forces of the small/family business

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Small & Family Business: Entrepreneurship and Small Business, Role and importance of small business; forms of organisation for small business. The nature, importance, and uniqueness of family business, The family's relationship with the business: developing a strategic vision & building teamwork, Professional Management of the Family Firm Getting Started: Type of startup ideas, Using innovative thinking to generate business idea, internal and external analysis to identify business ideas, Setting up a SSI; formalities of launching a new venture	23
II	Human resource management and leadership perspective, the role of balanced board of directors, Cousin companies: family governance in multigenerational family firms Succession Planning: Managing succession: the leadership challenge, Model of Succession in Family Business, Building financial security and relinquishing control, Wealth management: family offices and philanthropy, Ingredients for responsible leadership; Family relations, Marketing research for the new venture	22

Reference Books/ Text Books / Cases:

- * Arora, R. and Sood, S.K. Fundamentals of Entrepreneurship and Small Business Management. Ludhiana: Kalyani Publishers.
- * Desai, V. Small-Scale Industries and Entrepreneurship. Mumbai: Himalayan Publishing House
- * Jain, R. Governance of Family Firms. New Delhi: Macmillan India Ltd.
- * Ramachandaran, K. Managing a New Business Successfully, New Delhi: Global Business Press.

Case Study:

- * Surendra Kumar Agarwal: Long Way from Brass Utensils to Construction Industry, Entrepreneurial Development by S.S.Khanka, S.Chand & Co. Ltd., New Delhi, Reprint Edition-2010. (Part-VI/Case Studies) Case No.5, Page No.375

Focus: This course is focused for skill development aligned with CO1, 2

Intended Outcomes: After completion of the course, student will be able to:

- * Develop a business strategy that leverages the unique aspects of the business,
- * Understand the opportunity it is pursuing and the businesses position in the market.
- * Design a business plan and model that supports the strategy as envisaged by the entrepreneur
- * Understanding and identifying the issues associated with succession planning, and develop plans to address them.



Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PO3
CO3	PO4/PSO3
CO4	PO6/PSO3

BFBE0302: PROJECT PLANNING & MANAGEMENT

Introduction: This course examines project management roles and environments, project life cycle and various techniques of work planning and control and evaluation to achieve project objectives.

Objectives: To enable the students gain insights into the various aspects of project related concepts as well as how to go about its planning and management

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: meaning and characteristics of project, meaning, characteristics, scope, need and importance of project management, phases of project life cycle, sources of project financing, code of ethics of project management profession Project planning: Identification of investment opportunity, project screening, pre feasibility project	22
II	Feasibility analysis: Financial appraisal, Technological appraisal, socio cost benefit appraisal, market appraisal Risk analysis and management, detailed project report, human aspects in project, project organization, project direction, project coordination and project control, new trends in project management	23

Reference Books/ Text Books / Cases:

- * Nagarajan, K. Project Management. New Delhi: New Age International Publications.
- * Rao, P. C. K. Project Management and Control. New Delhi: Sultan Chand and Sons.
- * Chandra, P. Projects: Planning, Analysis, Financing, Implementation and Review. New Delhi: Tata McGraw Hill Education
- * Choudhury, S. Project Management. New Delhi: Tata Mc Graw Hill Publishing Company

Cases:

- * Suitable case from Nagarajan K., *Project Management*, New Age International Publications

Focus: This course is focused for Employability aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Familiarize themselves with the various aspects of Projects
- * Understand the issues relating to preparing, appraisal, and monitoring projects
- * Recognize the development of the skills using simple project management tools
- * Understand immediate application to the background and needs of a project

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO2
CO3	PO4/PSO3
CO4	PO6/PSO4

BFBE0303: e-BUSINESS

Introduction: This subject focuses on key issues related to e-business such as online aspect of it, CRM, SCM and data warehousing as well as security part of it

Objectives: To enable students gain insights into current and emerging technologies and other concepts related to e-business which are redefining the businesses.

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Basics of E-Business: Introduction, Concept, Nature and Scope of E – Business, Evolution of E-Business, E-commerce business practices v/s traditional business practices, Principles of E-Business, E-Business Infrastructure, E- Business Models, Advantages and Disadvantages, Reasons for going online business, E-Business and its Solutions, e –business and e-commerce comparison. Online Business with technology: Business Operation, Concepts of b2b, b2c, c2c, b2g, g2c etc., Management issues relating to E-commerce.	23
II	Internet Security: E- Contract, Digital signatures and Legal Affairs, Securities in E- Payment system. Cyber securities: Introduction, Types and Cyber threats, cyber safety tips. CRM, SCM & Data Warehousing: Introduction to CRM, Role of CRM, Importance of CRM, E-business to improve supply chain, SCM & e-business, e-logistics, Data Warehousing for e-business, Introduction to Data Warehousing, Data Mining, Major requirements in E-Business; Emerging trends and technologies in E-Business. E-Business Plan Development.	22

Reference Books/ Text Books / Cases:

- * Diwan, P. & Sharma, S. E-commerce-A Manager's Guide to e- Business. New Delhi: Excel Books.
- * Joseph, P. T. E-Commerce-A Managerial Perspective. New Delhi: Prentice Hall of India.
- * Kalakota, R. &Whinston A. B. Frontiers of Electronic Commerce. New Delhi: Pearson Education.
- * Laudon K. C. &Traver, C. G. E-Commerce: Business, Technology, Society. New Delhi: Pearson Education

Case Study:

- * Case Study on Walmart.com—eCommerce-Guide.com at <http://www.ecommerceguide.com/news/trends/article.php/1501651>

Focus: This course is focused for skill development aligned with C04

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts and functions of e-business
- * Get acquainted with the security features of online business
- * Comprehend how online business is reshaping the business scenario.
- * Learn about CRM, SCM and data warehousing

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)



COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PO4/PSO2
CO4	PO6/PSO4

BFBE0304: MODERN OFFICE MANAGEMENT

Introduction: This course in modern office management will give insights to the students so as to make them understand the concept underlying this subject.

Objectives: To enable the students to develop a broad view on various concepts related to modern office management and how it defines the organizations of today

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Modern Office and Office Accommodation: Meaning & Definitions of office and office management; Elements, Importance & Functions of office management; Qualities, Duties and Responsibilities of Office Manager; Meaning & Principles of office Accommodation; Location of Office; Meaning, Objectives, Principles of office Layout. Office Systems and Procedures: Meaning & Definition of System and Procedure; Objectives, Importance, Advantages & Limitations of Office System.	22
II	Planning Office System; Meaning, Problems and Principles of System Integration; Meaning, Problems and Analysis of Flow of Work. Records Management and Correspondence: Meaning and Definition, Principles, Process of Record Management; Meaning, Characteristics, Classification & Methods of Filing System; Meaning, Types & Steps of Indexing; Modern trends in Record Making. Meaning and Types of correspondence; Handling and Disposal of Mail.	23

Reference Books/ Text Books / Cases:

- * Chopra, R. K. & Chopra, A. Office Management. New Delhi: Himalaya Publishing House.
- * Arora, S. P. Office Organization and Management. New Delhi: Vikas Publishing House .
- * Nair, R.K. & Banerjee, A. K. Office Management. Meerut: Pragati Prakashan.

Case Study:

- * “Left or right”, Rao.V.S.P., *Management Text and Cases*, Excel Books

Focus: This course is focused for Employability aligned with CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Classify the nature and role of modern office management in an organization.
- * Understand the functioning of modern office.
- * Explaining and gaining knowledge on the management of Modern Offices.
- * Understand the modern office systems and procedures

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2



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Established in 1975, Affiliated to GGS Indraprastha, Delhi

Course Curriculum

[Bachelor of Business Administration (Honours) –BBA (H)]

CO2	PO3/PSO3
CO3	PSO3
CO4	PSO4

BBAE0401: PRINCIPLES AND PRACTICES OF LIFE INSURANCE

Introduction: The subject covers the principles as well as practices of insurance as applicable on individuals and organizations within the larger economic system.

Objectives: To enable the students in getting an outlook of how insurance business works on a day-to-day basis and how various policies are formulated.

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Life Insurance Introduction: Concept, features, significance, difference between life insurance and other forms of insurance, Parties to the Insurance contract and their Rights and Duties, Insurance Documents, Principles of life insurance and its Application, recent trends in life insurance. Life Insurance Risk: Selection and Classification of risks, Elements in computation of Assurance premium, Factors governing sum assured - Calculation of Premium, Methods of calculating risk in life insurance	22
II	Life Insurance Claims and payments: Surrender value, Sum Assured, policy conditions, life insurance claims and settlement of life insurance claims. Life Insurance Policies: Kinds of Life Insurance Policies, Unit Linked Insurance plans, Life Insurance Annuities. Group Insurance, Legal provisions and procedure of taking life insurance policy, Assignment of Life Insurance Policies, life insurance Agents and Role of Agent.	23

Reference Books/ Text Books / Cases:

- * Mishra, M. N. Insurance Principles and Practice. New Delhi: S. Chand & Company.
- * Panda, G. Principles and Practice of Insurance. New Delhi: Kalyani Publishers.
- * Periasamy, P. Principles and Practices of Insurance. Mumbai: Himalaya Publishing House.
- * Sreenivasan, N. M. Principles of Insurance Law. Lucknow: Eastern Book Company.

Focus: This course is focused for skill development aligned with C03

Intended Outcomes: After completion of the course, student will be able to::

- * Understand about the concept of insurance & its importance.
- * Classify risks covered under the ambit of insurance.
- * Select a theoretical basis upon which they will develop their knowledge in other areas of insurance.
- * Discuss various types of insurance policies.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO3
CO3	PSO3
CO4	PSO4

BBAE0402: FUNCTIONAL ASPECTS OF BANKING

Introduction: This course introduces the functional aspects of banking, the roles played and services rendered by banks, various types of bank accounts & loan system in Indian Banks.

Objectives: To enable the students with regard to gaining insights into the routine and specific functions related to the banking scenario in the country and otherwise

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Banker & Customer: Banking in India, Definition & Roles of Banks, Banking Services & Products. Operational Aspect of commercial banks in India, Organisation of Banking Business – Types of Banks, Relationship of Banker & Customer as Debtor-Creditors, Know Your Customer (KYC) guidelines. Pledgee-Pledgor, Agent-Principles & Lessor-Lessee. Customers' Accounts: Opening & Operations of Different Kinds of Bank Accounts & their Special Features - Saving Account, Current Account, Fixed Deposit Account, Recurring Deposit Account and other Accounts Closing of Bank Account. RBI & its role. Recovery of loan- legal process and RBI guidelines. Types of cheques-drawing-alteration-marking and crossing of cheques. how to apply for loan, documents required, eligibility, calculation of EMI, concept of credit score	22
II	Day-to-day- Cash & Non-cash Operations in Banking: Cash Deposits, Cheque Withdrawals and Fund Transfers. Loans & Advances: Various Forms of Landings – Loans, Cash Credit, Overdraft, calculation of interest on loan & deposits, EMIs. Meaning & Characteristics of Secured Advantages, Types of securities, Types of Collateral Securities, General Principles of Sound Lending. Payment and Collection of Cheque: Cheque / DD & MC and its features. Role and Duties of Paying and Collecting Banks. Concept of rural banking	23

Reference Books/ Text Books / Cases:

- * Gopinath, M. N. Banking Principles & Operations. Mumbai: Snow White Publications Pvt. Ltd.
- * Guruswamy, S. Banking Theory Law & Practice, New Delhi, Tata McGrawHill
- * Shekhar, K. C. & Shekhar, L. Banking Theory and Practice. Noida: Vikas Publishing House Pvt. Ltd.
- * Varshney, P. N. Banking Law and Practice. New Delhi: Sultan Chand and Sons

Focus: This course is focused for skill development aligned with C01

Intended Outcomes: After completion of the course, student will be able to:

- * Have fundamental knowledge of the prevailing banking system in India.
- * Summarize various functional aspects of banking.
- * Discuss operating system of banks for accounts & loans.
- * Explain the mechanism behind payment and collection of cheques

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)



COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO3/PSO2
CO3	PSO3
CO4	PSO3

BBAE0403: INSURANCE LAWS AND ENVIRONMENT

Introduction: This course introduces insurance business and legal framework of insurance laws and regulations and insurance business environment in the country.

Objectives: To enable the students gain insights into the insurance sector in the country as well as various laws associated with it along with the prevailing environment

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction of Insurance: Definition, History and development of Insurance in India, Insurance sector reforms, Role of insurance in Indian market, Need for Globalization, Global Picture of Insurance, Globalization and its impact on India Legal Framework: Legal Framework of Insurance Business, Registration and Licensing of Insurance Industry, introduction to IRDA,	22
II	Laws regulating insurance business – Life Insurance Corporation Act, 1956 – General Insurance Business Nationalization Act, 1972 – Insurance Act, 1938 Insurance Business Environment: Business environment – Internal environment – external environment, Legal and economic Environment – Financial environment – commercial environment –Environmental impact on Insurance business, Role of Insurance Companies.	23

Reference Books/ Text Books / Cases:

- * Gupta, P. K. Fundamentals of Insurance. Mumbai: Himalaya Publication.
- * Mishra, S. B. and Mishra M. N. Insurance Principles and Practice. New Delhi: S. Chand Publishers.
- * Murthy K. S. N. and Sharma K. V. S. Modern Law of Insurance in India. New Delhi: N M Tripathi Pvt. Ltd.
- * Sreenivasan, M. N. Principles of Insurance Law. Lucknow: Eastern Book Company.

Focus: This course is focused for Entrepreneurship aligned with C01

Intended Outcomes: After completion of the course, student will be able to:

- * Understand about the Insurance Business in India
- * Classify the various types of environment on the growth of Insurance sector.
- * Outline the growth of insurance sector in India.
- * Identify the global insurance environment.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PSO3
CO4	PSO4

BBAE0404: e-BANKING

Introduction: This subject focuses on introducing the students to the key issues related to e-banking such as electronic payment system and cyber security

Objectives: To enable students gain insights into current and emerging technologies, issues (legal and otherwise) related to e-business.

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Concept, Definition & Origin of E-Banking, Scope and Type of E-Banking – Internet Banking, Mobile Banking etc., Issues and Challenges in E-Banking, Advantages and Limitations of E-Banking, Future of E-Banking in India. Role and uses of technology upgradation. Electronic Payment System: Concept of Electronic Payment, Basic elements of electronic payment system, Types of Electronic Payment Systems – Electronic Cash, Electronic Cheque, EFT, RTGS, Credit Card, Smart Card,	22
II	Concept of Payment Gateway and Paypal, Concept & Working of ATM, Anywhere anytime banking- home banking (Corporate and personal), microfiche, note and coin counting devices. SWIFT payment, Currency card, travel card, RBI Rules for sending/ receiving money to/ from abroad? Cyber Security and Legal Issues: Cyber Crimes & Security, Cyber Attacks – Trojan, Virus, Worm, Spam, Hacking – Phishing, IP Spoofing, Safety Measures – Firewalls, Intrusion Detection Systems, Secure Sockets Layer, Authentication & Assurance of Data Integrity, Cryptography, Digital Signatures. Global developments in banking technology. Information Technology in finance & service delivery. Overview of Information Technology Act – 2000	23

Reference Books/ Text Books / Cases:

- * Bajaj, K. K. & Nag, D. E-Commerce. New Delhi: Tata McGrawHill
- * Diwan, P. & Sharma, S. E-commerce-A Manager's Guide to e- Business. New Delhi: Excel Books.
- * Kalakota, R. & Whinston A. B. Frontiers of Electronic Commerce. New Delhi: Pearson Education.
- * Kaptan S. S. & Choubey, N. S. Indian Banking in Electronic Era. New Delhi: Sarup & Sons.
- * Sharma, K. C. Modern Banking in India. New Delhi: Deep & Deep Publications.

Focus: This course is focused for Entrepreneurship aligned with C03

Intended Outcomes: After completion of the course, student will be able to:

- * Describe the basic concepts and functions of e-banking
- * Discuss the role of information, security and technology in e-banking.
- * Understand & Summarize various important elements of e-banking system.
- * Understand & Summarize online payment system and its features



Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PO4/PSO3
CO4	PO6/PSO4

BFBE0201: INTERNATIONAL BUSINESS ENVIRONMENT

Introduction: This course on international business environment would help the students in getting a fair understanding of the international business related issues by various firms.

Objectives: To enable the students learn nature, scope and structure of international business, To make students understand the influence of environmental factors on international business

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to International Business: Importance, nature and scope of International Business; Process and Modes of entry into International Business and its managerial implications; MNCs and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations;</p> <p>International Business Environment: Economic, Political, Cultural and Legal Factors affecting environments in International Business.</p> <p>Balance of Payment Account: Concept and significance of balance of payments account; Current and capital account components and accounting system; Balance of payment deficits and correction policies.</p>	22
II	<p>Global Trading and Investment Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Foreign investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and their impact on trade and investment flows.</p> <p>International Economic Institutions and Agreements: WTO and Developing Countries, IMF, World Bank, UNCTAD, International commodity trading and agreements.</p> <p>Global Human Resource Management: Selection, Development, Performance Appraisal and Compensation, Motivating employees in global context and managing groups across cultures, Multicultural management.</p> <p>Contemporary Issues in International Business: Labor and Environmental Issues. Recent development in Corporate Social Responsibility and Policy Implications</p>	23

Reference Books/ Text Books / Cases:

- * Bennet, Roger, *International Business*, Financial Times, Pitman Publishing, London.
- * Bhattacharya, B., *Going International: Response Strategies of the Indian Sector*, Wheeler Publishing, New Delhi.
- * Czinkota, Michael R., et. al., *International Business*, the Dryden Press, Fortworth.22
- * Danoes, John D. and Radebaugh, Lee H., *International Business: Environment and Operations*, Addison Wesley, Readings.
- * Hill, Charles W. L., *International Business*, McGraw Hill, New York.
- * K Aswathappa, *International Business*, McGraw Hill.
- * Cherunilam Francis, *International Business PHI*
- * Agarwal Raj - *International Trade*, Excel
- * Jaiswal Bimal - *International Business*, Himalaya Publication

Focus: This course is focused for Entrepreneurship aligned with C02

Intended Outcomes: After completion of the course, student will be able to:

- * Discuss international business as adopted by the companies
- * Elaborate the response which organizations give to environmental changes.
- * Estimate how international business environment responds to the various dynamics.
- * Test the various theories of international business

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PO4/PSO3
CO4	PO5/PSO4

BCME0401: MANAGEMENT OF INTERNATIONAL TRADE

Introduction: This course would help the students in developing the understanding of the international trade concepts and its impact on the growth of an economy.

Objective: To acquaint the students with the theoretical foundations of international trade
To enable them to learn the pattern, structure and policy framework of India's foreign trade.

Credits: 04

Semester V

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Theoretical Foundations of International Trade: Reasons for international trade: Mercantilist and neo-mercantilist view; Theories of international trade: Absolute and comparative advantage theories: Modern theories of trade; Gains from trade; Foreign trade multiplier; Terms of trade.</p> <p>Direct Investment: FDI in the world economy, Cost and Benefit analysis of FDI to Host and Home Countries, Government Policy Instruments and FDI; Foreign debt situation.</p> <p>Instruments of Commercial Policy: Tariffs quotas and other measures and their effects; Arguments for and against protection; Trade regulations and WTO; Trade policy and developing countries.</p>	22
II	<p>Factor Movements and International Trade in Services: Capital flows-Types and theories of foreign investments, Barriers to foreign investments; Labor migration; Theory of international trade in services.</p> <p>Regional Economic Integration: Levels of Regional Economic Integration; Free trade area, customs union, economic union, and common market; NAFTA, EU, SAARC, ASEAN, BRICs, G-20.</p> <p>Policy Framework and Promotional Measures: India's foreign trade and investment policy; Policy making body and mechanism; Export promotion measures and infrastructure support – export and trading houses, export promotion schemes and incentives; Institutional arrangements for export promotion.</p>	23

Reference Books/ Text Books / Cases:

- * *Economic Survey*, Govt. of India.
- * *Export-import Policy and Other Documents*, Govt. of India.
- * Hazari, R. Bharat, *Micro Economic Foundations of International Trade*, Croom Helm, London and Sydney.
- * Letiche, John M., *International Economics: Policies and Theoretical Foundations*, Academic Press, New York.
- * Mannur, H.G., *International Economics*, Vikas Publishing House, New Delhi,
- * Salvatore, D., *International Economics*, John Wiley and Sons.
- * Sodersten, BO, *International Economics*, McMillan, London.

Focus: This course is focused for skill development aligned with C01

Intended Outcomes: After completion of the course, student will be able to:

- * Identify and understand the theoretical foundation of international trade.
- * Remember the instruments related to commercial policy.
- * Explain the importance of regional economic integration.

* Discuss the various factor movements in international service

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PO3
CO3	PO4/PSO4
CO4	PO6/PSO3

BCME0402: INTERNATIONAL LOGISTICS

Introduction: This course will help the students in developing understanding of the inventory management concept and various modes related to international logistics.

Objectives: To acquaint the students with the general and clear idea of international logistics system
To make the students aware of the various aspects related to its management.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Concept of International Logistics Management: Concept, evolution and development; Importance of logistics management to international business, International Logistics functions and intermediaries. Issues involved in movement of goods</p> <p>Transportation: Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out –sourcing;</p> <p>Various modes of logistics management: The general structure of shipping industry; cargo types; vessels and vessel characteristics; freight structure and practices; coordination; role of intermediaries' .forwarding and clearing agents; freight brokers; stevedores and shippers agents. Containerization</p>	23
II	<p>Air transportation and its scope Air transportation, advantages, disadvantages, freight structure and operations, carrier and consignee liabilities.</p> <p>Warehousing: Warehousing and marketing strategy; Objectives and functions of warehousing; Warehouse strategies; Material handling equipment and Material mobility Warehousing evaluation and requirements.</p> <p>Inventory management-inventory categories, EOQ, LT, ICC; Inventory levels; Material planning and sourcing of procurement; Methods of cost reduction.</p>	22

Reference Books/ Text Books / Cases:

- * James F. Robbison & William C Copaciano (editors): *The Logistics Hand Book*.
- * Donald F Wood et.al : *International Logistics*
- * Douglas Lambert and James R Stock: *Strategic Logistics Management*
- * Bowersox, Donald J and David J Closs, *Logistics Management and Integrated Supply Chain Management*, Tata McGraw Hill.

Focus: This course is focused for entrepreneurship aligned with C03

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the importance of inventory management for its efficient utilization.
- * Learn the various logistic mechanism for prompt supplies
- * Enhance the concept of material planning
- * Explain the methods of cost reduction, cost management



Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PO4/PSO5
CO4	PO6/PSO4

BCME0403: INTERNATIONAL TREATIES AND CONVENTION

Introduction: This course would help the students in developing understanding of the international laws and treaties and their impact on the growth of economy.

Objectives: To acquaint the students with the theoretical foundations of international treaties and conventions

To enable them to learn the pattern, structure and policy framework at trade blocks.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Development of international law, Nature of international laws, Legality of international laws: Positive morality, Treaties as to the basis of international law, Article 253, Relationship between international law and state law, Article 51(7), Article 37 Concept of treaties: Kind of Treaties, Binding force of Treaties, PACTA SUNT SERVANDA, JUS CUGENS, Enforcement of Treaties, compliance with Treaty obligations,	22
II	Parties of treaty and convention, Formation of Treaties, Reservation invalidity and termination of Treaty, Laws of Treaties and convention: Vienna convention on law of Treaties, interpretation of Treaties, Dispute settlement for breach of Treaties, Policy framework for FDI in India, Policy on counter trade agreement, Indian joint ventures, Indian double tax avoidance, Agreement comprehensive economic co-operation agreement, Economic co-operation and integration between countries, Integration between countries, NAFTA, ASEAN, SAARC, SAPTA, NAFTA	23

Reference Books/ Text Books / Cases:

- * By Andrew T. Guzman: *How international Law works: A rational choice theory*
- * Czinkota, Michael R., et. al., *International Business*, the Dryden Press, Fortworth. 22
- * Danoes, John D. and Radebaugh, Lee H., *International Business: Environment and Operations*, Addison Wesley, Readings.
- * Hill, Charles W. L., *International Business*, McGraw Hill, New York.
- * *Economic Survey*, Govt. of India.
- * *Export-import Policy and Other Documents*, Govt. of India.
- * Hazari, R. Bharat, *Micro Economic Foundations of International Trade*, Croom Helm, London and Sydney.
- * Letiche, John M., *International Economics: Policies and Theoretical Foundations*, Academic Press, New York.
- * Mannur, H.G., *International Economics*, Vikas Publishing House, New Delhi,
- * Salvatore, D., *International Economics*, John Wiley and Sons.
- * Sodersten, BO, *International Economics*, McMillan, London.

Focus: This course is focused for skill development aligned with CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the theoretical foundation of international treaties
- * Identify the role played by international conventions
- * Comprehend the laws of treaties and conventions
- * Learn the importance of the grievance handling mechanism

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PSO3
CO4	PSO4

BBHE0101: EMERGING TRENDS IN HOSPITALITY

Introduction: This course on business policy and strategic management would help the students in getting an understanding of the corporate level policy and strategy formulation areas.

Objectives: To equip the students with necessary insight in to designing for an organization
To assist the students understand the organizational strategy with the changing environment.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Hospitality Industry: Introduction to hospitality & hotel industry-Hospitality and its origin-Hotels, their evolution and growth- Brief introduction to hotel core areas. Organization chart of a five star hotel. Classification of Hotels - Star Rating of Hotels - Classification on the basis of size, Location, Clientele, Duration of stay, level of Service - Classification on the basis of ownership - Alternative Accommodations - Hotel Tariff Plans - Types of Guest Rooms. Hotel Organization: Need for Organizational - Organizational charts, major departments of a hotel - Front Office, Housekeeping, Food and Beverage Service Departments, Food Production, Engineering and Maintenance, Accounts, Human Resource, Security, Sales and Marketing, Purchase etc..	22
II	Room Reservations: Registration - Allotment of rooms - Stay, Departure - Handling FIT – GIT - Guest Services - Various Guest Services - Handling guest mail - Message Handling - Custody and control of keys - Guest paging - Safe deposit locker, left luggage handling, wake up call, Handling Guest Complaints. Evaluating hotel Performance: Methods of Measuring Hotel performance - Occupancy ratio - Average Daily rate, Average Room rate per guest - Rev PAR - Market share Index - Evaluation of hotel by Guest. Yield Management: Elements of yield management, Measuring yield in the Hotel industry, benefits of yield Management, Challenges or problems in yield management.	23

Reference Books/ Text Books / Cases:

- * JagmohanNegi, *Hotels for Tourism Development*, S. Chand, New Delhi.
- * Jatashankar R Tewar, *Hotel front office operations and Management*, Oxford publication New Delhi.
- * Gray and Ligouri, *Hotel and Motel Management and Operations*, PHI, New Delhi.
- * Sudheer Andrews, *Hotel Front Office Training Manual*, Tata McGraw Hill, Bombay.
- * John Cousins David Foskett&Cailein Gillespie, *Food and Beverage Management*, Pearson Education, England.
- * Arthur & Gladwell, *Hotel Assistant Manager* (London communicate, Barril, Jenkins)

Focus: This course is focused for Entrepreneurship aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the various strategies adopted by the tourism industry in response to environmental changes.
- * Getting familiar with the manner in which strategic and competitive advantage is developed.
- * Comprehending the basics of hotel organization and Guest Services techniques

* Learning about the strategies adopted by the industry those are sustainable, responsible and pragmatic..

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO3/PSO2
CO3	PSO3
CO4	PSO3

BBHE1102: LEGAL & SOCIAL PRACTICES IN HOSPITALITY

Introduction: This course introduces the students to the service industry laws. It is necessary for students those who have to work in environments which deal with many legal aspects.

Objectives: To enable the students know the regulations of government related to hospitality
To make students aware about service industry related laws

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Laws Related to Hotel Operations in India: Doing Hotel Business in India, Business Contracts, Hotel Insurance policies.</p> <p>Licenses and permits for hotels and catering establishments – Hotel Licenses and Regulations, Procedure for procurement. Tourism related laws – VISA, Passport, Foreign exchange management Act</p> <p>Consumer Protection: Objectives, Definitions, Global Scenario, Evolution of Consumer Protection in India, Consumer Protection Act, 2019, Product Safety Standards and Liability, E-Consumer Protection</p> <p>Food Safety Ecosystem: General understanding of food safety ecosystem- National (FSSAI, BIS, Commodity Boards, EIC, AGMARK), Indian Food Safety law, FSSAI roles and functions, Eat Right India and other initiatives of FSSAI</p> <p>Shop and Establishment Act in India: Introduction, Objectives of the Act, Applicability of the Act, Key provisions of the Act, Procedure relating to registration of hotel, Lodges, Eating Houses, Restaurants etc</p>	22
II	<p>Protection of Water, Air and Environment in India: The Water (Prevention and Control of Pollution) Act of 1974, The Air (Prevention and Control of Pollution) Act of 1981, The Environment Protection Act (EPA) of 1986</p> <p>Fundamental Principles of International Environmental Law: Sustainable Development; Precautionary Principle; Polluter Pays Principle.</p> <p>Laws Related to Employees, Guests, Public Health & Safety: Introduction and Overview of Labour Laws: The Employees State Insurance Act, The Provident Funds Act, The Apprentices Act, Factory Act& Industrial Disputes Act</p>	23

Reference Books/ Text Books / Cases:

- * Bulchandani, K.R., *Business Law for Management*. Mumbai: Himalaya Publishing House.
- * Gulshan, S. S., & Kapoor, G. K. *Business Law*. New Delhi: New Age International Pvt. Ltd.
- * Kuchhal, M. C. *Business Law*. Noida: Vikas Publishing House Pvt. Ltd.
- * Mathur, Satish, *Business Law*.
- * Tulsian, P. C. *Business Law*. New Delhi: Tata McGraw Hill Pvt. Ltd
- * Goswami, V. G. *Labour and Industrial Law*. Allahabad: Central Law Agency.
- * Kapoor, N.D. *Elements of Merchantile Law*. New Delhi: Sultan Chand& Sons.
- * Devendra, Amitabh, *Hotel Law*, Oxford University Press

Focus: This course is focused for skill development aligned with CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Discuss the various legal measures adopted by the tourism industry.
- * Understand the social practices for the benefit of the stakeholders in tourism and hospitality.
- * Develop personally as well as professionally in the said area.
- * Learn the practical approach related to legal and management skills alongside theoretical business knowledge.
- * Understand the various facets of the hospitality industry.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3
CO3	PSO3
CO4	PSO2

BBHE0103: HOSPITALITY MARKETING & SALES

Introduction: The course provides an introduction to marketing and sales functions of the hospitality industry and how the same are being used by numerous organizations.

Objectives: To assist students how to develop a strategic marketing
To help students apply techniques and strategies to a variety of service businesses

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Foundation of Hospitality Marketing Introduction to Hospitality, The Nature of the Hospitality Industry, Components of Hospitality Industry, Classification of Hospitality Product and Services, Characteristics of Hospitality Services, Overview and classification of Hotel Industry, Basics of Hotel Marketing, Marketing and selling of Hotel services, Customer Focus in Hospitality Industry, A general Description of a Hotel Customer, Customer Behavior and Lifestyle, Motivational Factors making people buy or spend money. Customer behavior and decision making process, Segmentation, Selection of segmentation variables, Effective segmentation- measurable, sustainable and accessible, Selecting the Target Market, Positioning.</p> <p>Marketing Mix of Hospitality Industry Introduction to Seven P's of Hospitality Marketing, Total Product Concept by Levitt, Classification on Tangibility Spectrum, Product Life cycle, Branding the hospitality services, Formulation of Hotel Product mix, Pricing Decisions, Pricing Strategies adopted in Hotels, Different types of Room Tariffs, Channels of distribution, Factors influencing distribution, Distribution strategy of Hotels</p>	23
II	<p>Promotion mix in Hotels, WOM as a promotional tool, event promotions in hotels, examples of Integrated marketing communications for hotel industry.</p> <p>Expanded Marketing Mix : An Overview, Process – Blueprinting Examples in Hotels, Essential considerations for physical evidence, People – Role of Front line staff in Hotels, Recruitment, selection and Training of staff; Relationship marketing, Steps of service delivery, Benefits of Service Blueprint</p> <p>Hospitality Sales and Service Quality Professional Sales, Sales Process in Hotels, Sales forecasting Methods in Hospitality Business, Sales Territory, Sales Quotas, Sales Presentations, Public Relations and Sales Promotion, Types of sales promotion, Motivating the sales force, sales force compensation, Customer Relationship Management through PMS. Introduction to service quality, Importance of Service quality and its management, SERVQUAL and SERVPERF in Hotel, Service quality Gap Model, Service Quality factors in hotel, Zone of Tolerance. Customer Loyalty and its determinants, Loyalty programs in Hotels.</p>	22

Reference Books/ Text Books / Cases:

- * Kotler, P., Bowen, J. T., Makens, J. C., & Baloglu, S. *Marketing for Hospitality and Tourism*.
- * Reid, R. D., & Bojanic, D. C. *Hospitality Marketing Management*. John Wiley and Sons.
- * Walker, J R. *Introduction to Hospitality*. United States: Prentice Hall
- * Chon, K. & Sparrowe, R T. *Welcome to Hospitality...an Introduction*. United States: Thomson Learning
- * D. Bowie and F. Buttle, *Hospitality Marketing: Principle and Practices*. UK: Elsevier Butterworth-Heinemann.
- * K. Prasanna, *Marketing of Hospitality and Tourism Services*. New Delhi: Tata McGraw Hill Education Private Limited.

Cases:

- * Oberoi Hotels: Train Whistle in the Tiger Reserve, Reference No: 9-615-043, Authors – Ryan W Buell; Ananth Raman; Vidhya Muthuram (Harvard Business School-HBS)
- * Taj Hotels, Resorts and Palaces, Reference No: 9-511-039, Authors – Rohit Deshpande, Mona Sinha (Harvard Business School-HBS)
- * Uniqueness of the Hospitality Product, Reference no. BEP2986, Authors- Betsy Bender Stringham; Charles Partlow (European Case Clearing House-ECCH)

Focus: This course is focused for Entrepreneurship aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the concept, origin and development of hospitality industry.
- * Discuss the various applications of Marketing and sales concepts in Hospitality Industry.
- * Understand the marketing mix of hospitality industry.
- * Identify and understand the functioning of hospitality marketing in India and the world.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PSO3
CO4	PSO3

BBHE0104: STRATEGIC HOSPITALITY MANAGEMENT

Introduction: This course on business policy and strategic management would help the students in getting an understanding of the corporate level policy and strategy formulation areas.

Objectives: To enable students understand the concept and process of strategic management
To make students aware how the same could be adopted in the hospitality and tourism industries.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to strategic hospitality management: Strategic Management-Origin, Concept, Scope and Process; Strategic Thinking; Global competitiveness; Key Players in Indian Hospitality and Tourism Industry.</p> <p>Micro and macro strategic environment: The Environment and External Stakeholders - Assessment of the Broad Environment, Analysis of External Stakeholders - Internal Analysis and Competitive Advantage.</p> <p>Strategic direction & formulating basic strategies : Strategic Direction-Creating a Strategic Direction, Mission Statements, Organizational Vision, Organizational Values; Strategy Formulation at the Business-Unit Level-Generic Business Strategies, Competitive Dynamics</p>	23
II	<p>Corporate-Level Strategy and Restructuring - Concentration Strategies, Vertical Integration Strategies, Diversification Strategies, Mergers and Acquisitions, Strategic Restructuring.</p> <p>Implementing strategies and establish control systems : Inter-organizational Relationships and the Tourism Cluster; Functional-Level Resource Management; Organizational Design and Control- Organizational Structures design, Organizational Control, power and politics.</p> <p>Strategies for hospitality entrepreneurship: Strategies for Entrepreneurship and Innovation -Entrepreneurial Start-ups, Innovation and Corporate Entrepreneurship; Emerging Trends; Strategic issues in not-for-profit organization.</p>	22

Reference Books/ Text Books / Cases:

- * Enz, C. A. *Hospitality Strategic Management: Concepts and Cases* (2nd ed.). Wiley.
- * Okumus, F., Altinay, L., & Chathoth, P. *Strategic Management for Hospitality and Tourism* (1st ed.). Butterworth-Heinemann.
- * Olsen, M., & Zhao, J. (Eds.). *Handbook of Hospitality Strategic Management*. Butterworth-Heinemann.
- * David, F. R. *Strategic Management* (13th ed.). Prentice Hall.
- * Hill, C. W. L., & Jones, G. R. *Strategic Management: An Integrated Approach* (9th ed.). South-Western College Pub

Focus: This course is focused for skill development aligned with C03

Intended Outcomes: After completion of the course, student will be able to:

- * Assess the core areas of business strategy relevant to hospitality industry.
- * Analyze the relationship between the global business environment and strategic decisions made by hospitality industry.
- * Employ analytical skills to choose appropriate structures and cultures for the successful implementation of business strategies



* *Evaluate the appropriateness and effectiveness of various strategic evaluation methods intended for hospitality industry.*

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PO4/PSO3
CO4	PO6/PSO4

BBHE0201: EVENT MANAGEMENT PLANNING

Introduction: This course would make the students aware of what it takes to plan an event successfully as well as the different factors one needs to consider while planning an event.

Objectives: To assist the students what undergoes in planning an event
To make the students aware of different processes required to plan an event successfully.

Credits: 04

Semester V

L–T–P : 4–0–0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Event Planning– Significance, Advantages, Tools, Phases in event planning - Pre Event, Execution, Post Event, Event management in 21st century, Event Sponsorship – Introduction, Importance, Organizer, Partners, Associates, , Type of Sponsorship, sponsor role, Sponsorship database, proposal, Closing a sponsorship, Sponsorship Research, Sponsorship or Partnership.</p> <p>Event planning & team management: Aim of event, Develop a mission, Establish Objectives, Preparing event proposal, Stage Lighting Needs, Projection, Sound, Protocols, Dress codes, Photography, staffing</p>	23
II	<p>Leadership: Introduction, traits, characteristics, motivation and leadership, Cash Flow In Events - Importance, Expenses & it's types, Accounting Pattern, Evaluation Analysis As Applied To Event Management And Tactical Decisions</p> <p>Crisis Management -Crisis planning, precautionary measures, preparation, provision, implementation, handling negative publicity, Budget And Events - Introduction, Budget Preparation , Guidelines in preparing budget, Contingency Budget, Budget Monitoring, Budget Evaluation, Income Categories for an Event, Expenses, Venue-Outdoor Venues, Indoor venues, Budget for Sets, Security, Sound & Lights, Generators, walkie – talkie, Pyros, Advertising / PR, Print, Hoardings, Buses, Public Relations, Performers.</p>	22

Reference Books/ Text Books / Cases:

- * Event Marketing second edition by C.A. Preston
- * Experiential Marketing by Schmitt, Bernd H.
- * The Complete Guide to Successful Event Planning - Shannon Kilkenny
- * Human Resource Management for Events - Lynn Van der Wagen (Author)
- * The Art of Professional Connections by Gloria Petersen

Focus: This course is focused for Employability aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Recognize the importance of event planning in current scenario.
- * Discuss the approaches and strategies that can be used to deal while filtering out the sponsorship and management of team in an effective manner.
- * Acquire the information and skills necessary for preparing an event.
- * Provide an overview of the skills and abilities required to plan budgets for events and take preventative steps during crisis..



Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO4
CO3	PO4/PSO5
CO4	PO6/PSO3

BBHE0202: EVENT PRODUCTION PROCESS

Introduction: The course in event production process will introduce the students to the nuances of production management for an event and how the same is used by various organizations.

Objectives: To explain the students about the nuances of producing a successful event
To explain the students the process and bottlenecks of producing an event.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Concept of event production, Developing the concept, analysis of concept, Types and categories of events, Role of manager in event production, event proposals, designing of an event product. Event flow, team delegation, terms and condition, branding and coordination. Feasibility of an event, phases of product development with reference to events, break even analysis for events (some numerical are expected)	23
II	Customized events, designing niche events for privileged customers. Sponsorship; definition and requirements. Arranging sponsorship for events. Event production process, essential requirement of a successful event product, common terms used in event production process, key ingredients of producing a successful event, barriers of producing a successful event. Role of facilities, Cost associated with facilities	22

Reference Books/ Text Books / Cases:

- * *Event Management, an Integrated & Practical Approach* By Razaq Raj, Paul Walters & Tahir Rashid
- * *Event Management, A Professional Approach* By Ashutosh Chaturvedi
- * *Event Management* By Lynn Van Der Wagen & Brenda R Carlos

Focus: This course is focused for Employability aligned with C04

Intended Outcomes: After completion of the course, student will be able to:

- * Explore various nuances related to event production.
- * Recognize the strategies and impediments in arranging an event.
- * Gain an understanding of the product development process through events and a feasibility analysis of the event.
- * Specify the essential criterion for successful event.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PO4/PSO4
CO4	PO6/PSO4

BBHE0203: EVENT COST ACCOUNTING & FINANCE MANAGEMENT

Introduction: This course would help the students in getting understanding of the Generally Accepted Cost Accounting Principles and Techniques to facilitate managerial decision making.

Objectives: To acquaint the students with Generally Accepted Cost Accounting Concepts and Techniques

To facilitate students towards managerial decision making related to financial management

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Event Cost Accounting: Objectives and scope of Event Cost Accounting, Event Cost centres and Cost units, Event Cost classification, Profit measurement, Decision making and control, Elements of Costing system, Cost Ascertainment, Material Cost, Employee Cost, Direct Expenses, Overheads, Making of a Cost Statement and Profit Calculations. Event Costing: Fixed Cost & Variable Cost, Volume Profit Analysis, Break Even Point, B.E.P. Analysis for Events.	22
II	Budget and Events: Introduction, Making the Budget, do's, don'ts, Contingency, Monitoring the budget, Budget Review, Budget Control & Variance. Event Market Analysis, Technical Analysis, Financial Analysis, Key issues in Project Analysis, Project Appraisal, financial appraisal, Application for financial assistance, Ratio Analysis for Events, Means of Financing, Profitability & Cash Flow, Managing Cash Flow in Events Significance, types of Expenses, Accounting Pattern, Evaluation.	23

Reference Books/ Text Books / Cases:

- * *Advanced Accountancy* - R.L.Gupta and Radhaswamy
- * *Management Accounting* - Brown and Howard
- * *Management Accounting* - Khan and Jain
- * *Management Accounting* - S.N.Maheswari
- * *Management Accounting* - Antony and Recece
- * *Management Accounting* - J.Batty

Focus: This course is focused for skill development aligned with C01

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the conceptual framework of Cost & Management Accounting.
- * Show the application of Cost & Management Accounting in terms of Event Management.
- * Rephrase the basic concepts and processes in determination of products and services cost.
- * Identify and understand the various methods of event market analysis.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO1



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[Bachelor of Business Administration (Honours) –BBA (H)]

CO2	PO3
CO3	PSO3
CO4	PSO4

BBHE0204: EVENT MARKETING & SPONSORSHIP

Introduction: This course on Event Marketing & sponsorship would help the students in getting the depth knowledge of a range of specialist marketing strategies.

Objectives: To develop students' knowledge of a range of specialist marketing strategies
To develop students' skills required to identify attendees' and sponsors' motivation

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Event Marketing: Objectives of Event Marketing, Advertising as a part of Marketing. Brand Name, Product Design, Expectations and Goals Event Marketing an added dimension, Event and the Marketing Communications Environment, Social Responsibility towards society. Marketing of Events: The Need for Marketing, Consumer Expectations, Marketing Mix, Four Ps, Elements, The Promotional mix, Process of developing Event Marketing Plan, Marketing Research: Market Analysis, Competitors' Analysis	23
II	Event Pricing: Meaning, Strategies and Basis of Pricing, time of Payment, Mode of Payment, Promotion, Strategic Decision, Marketing Objectives, The Promotional Mix, The Media Mix. Future of Event Marketing: Event Promotion, Tools of Promotion, Advertising, Public Relations, Tips on writing a New Release, what is a Media kit, Direct Marketing, Word of Mouth, Hospitality, Websites, The Promotion Schedule, Planning a Promotion Campaign for an Event. Event Sponsorship: Sponsorship Concept: Event Organizer, Event Partners, Event Associates, Event Sponsor, Importance of sponsorship – for event organizer, for sponsor, Types of Sponsorship, Research of sponsorship, Evaluating parameters of Sponsorship, Sponsorship Proposal development, Closing a Sponsorship, Considerations for Sponsors' Objections,	22

Reference Books/ Text Books / Cases:

- * The Event Marketing Handbook – Saget Allison
- * Event Marketing - The Wiley Event Management Series - Leonard H. Hoyle
- * Event Marketing and Event Promotion Ideas - Eugene Loj

Focus: This course is focused for skill development aligned with C02

Intended Outcomes: After completion of the course, student will be able to:

- * Comprehend basic concepts of event marketing
- * Discuss key elements of effective event marketing strategies
- * Understand various dimensions of event sponsorships
- * Interpret and Review sponsorship proposals.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2



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Course Curriculum

[Bachelor of Business Administration (Honours) –BBA (H)]

CO2	PO3/PSO3
CO3	PO4/PSO3
CO4	P07/PSO3

BBHC0808: DEVELOPING COMPETITIVE EDGE-V

Introduction: This course has been designed keeping in mind the requirements of those students who intend to pursue higher education and appear for competitive exams.

Objectives: To help students develop the skill of analyzing different types of functions
To help students develop an idea of managing things on the basis of specified conditions

Credits: 02

Semester V

L-T-P :0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p><u>Quantitative Aptitude:</u> <u>Real Function-I:</u> Definition of Functions, Domain, Range, Codomain, Problems on finding Domain and Range of functions, Classification of functions on the basis of Domain and Codomain, Defining inverse of function ,Problem on finding Inverse of function, Graphing of algebraic function, Shifting of Curves. <u>Reasoning Ability:</u> <u>Selections:</u> Problems related to selection of people and group of people from large groups on predefined set of conditions. <u>Real Function-II:</u> Study of different types of functions- 1) Logarithmic, 2) Modulus,3) Exponential,4) Greatest integer Function,5) Trigonometric function. Problem related to Composite functions and Iterative functions.</p>	22
II	<p><u>Quantitative Aptitude:</u> <u>Games and tournament:</u> 1. Questions based on Seed or Rank (Knockout tournament) 2. Questions based on scheduling of tournament or who won/lost against whom 3. Questions based on goals for /goals against etc. <u>Geometry & Mensuration:</u> Geometry: Different types of triangles and their properties, Square, rectangle, parallelogram, trapezium, Rhombus, Circle and Cyclic Quadrilateral. Mensuration: Area of plane figures, Problem related to finding areas and Packaging of circle inside squares, triangles and polygons. <u>Reasoning Ability:</u> <u>Routes/Network:</u> Designing of Routes and Network, finding out the Shortest Route, Routes covering maximum places.</p>	23

Reference Books/ Text Books / Cases:

- * How to prepare for Quantitative aptitude test for CAT, by Arun Sharma, Fifth edition, T.M.H publication
- * How to prepare for Logical Reasoning test for CAT, by Arun Sharma, Fourth/Fifth edition, T.M.H publication
- * How to Crack Test of Reasoning: In All Competitive Exam, by Jaikishan and Premkishan, Arihant publication
- * How to prepare for Verbal & Non-Verbal Reasoning by Disha Publication

- * *Quantitative Aptitude* by R.S Aggarwal for Bank P.O/I.B.P.S P.O/A.A.O / Railways , S. Chand publication
- * *Quantitative Aptitude for Competitive Examination* by AbhijitGuha

Focus: This course is focused for Employability aligned with C01

Intended Outcomes: After completion of the course, student will be able to:

- * *Discuss the various simplification techniques based on decimals and statement questions.*
- * *Describe that how to increase logical and visualizing ability towards various problems.*
- * *Identify and analyze problems and provide alternative solutions*
- * *Understand implication of reasoning ability to solve problems with ease*

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PSO4
CO4	PO4/PSO2



BBHC0809: MANAGERIAL APTITUDE-V

Introduction: This course focuses upon the ability of the students to go ahead with regard to developing a perspective towards happenings around them which forms the core of this course.

Objectives: To make the students gain insights about the contemporary events.
To improve the students' competence towards verbal ability and personality exercises

Credits: 02

Semester V

L-T-P :0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Discussions on Recent Changes in Corporate Issues Deliberation on how the corporate environment has underwent major changes in recent times</p> <p>Better Newspaper Reading and Analysis Enhancing the usefulness of newspaper reading and analyzing the articles effectively for various purposes</p> <p>Familiarity with Various Competitive Exams Throwing light on the numerous competitive examinations for higher studies and job opportunities</p> <p>Better Presentability and Confidence-building Measures Classroom exercises which would enrich the students' ability to present themselves in public domain as well as help them in building their confidence level</p>	22
II	<p>Learning Through Caselets Facilitate learning based on caselets thereby analyzing various situations and the probable outcomes</p> <p>Enhancing General Awareness & Vocabulary Familiarize with the recent developments taking place in various domains as well as putting words into practice</p> <p>Social Media and Its Proper Usage Awareness regarding how social media could be optimally utilized for career advancement (LinkedIn, etc.)</p> <p>Group-based Exercises to Enhance Communication Skills Exercises to enhance the communication skills thus highlighting the significance of groups</p> <p>Corporate / Management Lessons To be done through informative videos, ppts highlighting business empires and tycoons</p>	23

Reference Books/ Text Books / Cases:

- * Barker, A. *Improve Your Communication Skills* (Vol. 39). Kogan Page Publishers.
- * Kawasaki, G., & Fitzpatrick, P. *The Art of Social Media: Power Tips for Power Users*. Penguin.
- * Lewis, N. *Word Power Made Easy*. New York, Pocket Books
- * Lynch, P. *Time Power: A Proven System for Getting More Done in Less Time Than You Ever Thought Possible. Applied Management and Entrepreneurship* New York, McGraw Hill Education
- * Saxena, V, Bhatia, V, *Crack WAT/GD/PI for MBA Admissions (Must for CAT/ XAT/ IIFT/ FMS/ SNAP/ NMAT/ CMAT Aspirants)*, New Delhi, Disha Publication

Focus: This course is focused for skill development aligned with C02

Intended Outcomes: After completion of the course, student will be able to:

- * Discuss how to manage stress and time in a better manner and perform simulation-based tasks.
- * Identify the various methods of grammar to effective writing skills and learn vocabulary in an improved way.
- * Develop understanding and use of social media for career advancement
- * Learn and analyze current national and international scenario

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PO4/PSO4
CO4	PO6/PSO5

BBHC0009: BUSINESS POLICY AND STRATEGIC MANAGEMENT

Introduction: This course on business policy and strategic management would help the students in getting an understanding of the corporate level policy and strategy formulation areas.

Objectives: To equip the students with necessary insight in to designing for an organization
To assist students link the organizational strategy with the changing environment.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Business Policy: Business Policy-Meaning, Nature, Importance. Strategy- Meaning, Definition. Strategic Management- Meaning, Definition, Importance, Strategic management; Process & Levels of Strategy and Concept and importance of Strategic Business Units(SBU's); Strategic Intent – Mission, Vision, Goals, Objective, Plans. Environment Analysis and Scanning (IFAS, EFAS, SWOT, ETOP). Synergy: Concept, Types, evaluation of Synergy. Synergy as a Component of Strategy & its Relevance. Change Management – Elementary Concept	23
II	Strategy Formulation: Corporate Level Strategy, Business Level Strategy, Functional Level Strategy. Strategic Implementation: Models of Strategy making, Strategic Analysis & Choices: BCG Matrix, GE 9 Cell, DPM, PIMS, SPACE matrix, Hofer's Product market evolution Matrix, Porter 5 Forces, 7S Frame Work. Implementation at Structural, Behavioral, Functional level. Strategic Evaluation & Control: Meaning, Steps of Evaluation & Techniques of Control.	22

Reference Books/ Text Books / Cases:

- * KazmiAzhar, *Business Policy & Strategic Management*, Tata McGraw Hill.
- * P.K. Ghosh: *Business Policy, Strategy, Planning and Management*
- * Christensen, Andrews Dower: *Business Policy- Text and Cases*
- * William F. Glueck: *Business Policy – Strategy Formation and Management Action*
- * Bongee and Colanan: *Concept of Corporate Strategy*

Focus: This course is focused for skill development aligned with C03

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts related to business policy and strategic management.
- * Explore various policy and strategic measures available for environment analysis, strategic formulation and its implementation
- * Discuss the various strategies adopted by the companies in response to environmental changes.
- * Understand the tools and technique for strategic analysis to understand different business strategies

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2



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Course Curriculum

[Bachelor of Business Administration (Honours) –BBA (H)]

CO2	PO3
CO3	PO4/PSO3
CO4	PO6/PSO4

BBAE 0105: NEGOTIATION & COUNSELING

Introduction: This course is designed to help the student understand the skills and attributes required to conduct counseling by practicing and improving their listening skills

Objectives: To enable the students with an insight on understanding the principles of negotiation and the key aspects of successful mediation alongwith role of counseling in crisis mediation.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Negotiation: Meaning, Nature, Process and types of Negotiation, Strategy and planning for negotiation, Agenda setting, Bargaining, ZOPA, Expectations & Concessions, Compromise, Collaboration & Multi-tasking, Seven pillars of negotiation. Communication and Negotiation: Economical and Socio-Psychological dimensions of negotiation, Contextual nature of negotiation,	23
II	Role of communication in negotiation, Qualities & Skills of effective negotiation, Interpersonal negotiation. Counseling: Meaning, Nature, Goals and Process of Counseling, Approaches to counseling, Importance of counseling, Variables affecting the counseling process, Evaluation of counseling, Modern trends in Counseling process.	22

Reference Books/ Text Books / Cases:

- * Cohen, S. Negotiation Skills for Managers. New Delhi: Tata Mc Graw Hill.
- * Rao, S. L. Negotiation Made Simple. New Delhi: Excel Books.
- * Rao, S. N. Counseling and Guidance. New Delhi: Tata Mc Graw Hill.
- * Singh, K. Counselling Skills for Managers. New Delhi: PHI

Case Study:

- * Role Negotiation at Bokaro Steel Plant (Understanding Organizational Behaviour. By Uday Pareek, Oxford, Second Edition Page 410-415)

Focus: This course is focused for Employability aligned with C04

Intended Outcomes: After completion of the course, student will be able to:

- * Recognize the meaning and necessity of negotiation in the organisation.
- * Understand different stages, approaches and styles of negotiations.
- * Recognize the role of communication in negotiation.
- * Understand the nature, process and importance of counseling.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3



GLA
UNIVERSITY
MATHURA
Established in 1973, Affiliated to GGS Indraprastha, Delhi

Course Curriculum

[Bachelor of Business Administration (Honours) –BBA (H)]

CO3	PSO3
CO4	PSO4

BBAE 0106: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Introduction: This subject enables the students to give more emphasis on broader HR issues by experiencing, verbalizing, and writing thoughtfully about different cultures and human resource issues

Objectives: To enable students with regard to gaining insights into how international human resource management has played a crucial role in the overall scheme of things for an organization

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Introduction to IHRM Definition, Approaches to IHRM, Difference between IHRM and Domestic HRM. Traditional and modern perspectives in HRM; Themes in HRM; Contemporary global trends in International- HRM, IHRM trends- Complexities, challenges, and choices in future.</p> <p>Recruitment, Selection and staffing in International context: International Managers- parent country nationals, third country nationals, host country nationals, Selection strategies for overseas assignments, International transfers;</p>	22
II	<p>Expatriate Management- Problems of repatriation of overseas expatriates and strategies to tackle these problems. Recruitment methods using head-hunters, e-recruitment, international staffing issues.</p> <p>Performance Management: performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management,</p> <p>Training and development in international context: training & development of international staff, types of expatriate training, HCN training.</p> <p>International Compensation: Forms of compensation, Approaches to international compensation.</p>	23

Reference Books/ Text Books / Cases:

- * Aswathappa, K. International Human Resource Management. New Delhi: Tata McGrawHill.
- * Gupta, S. C. International Human Resource Management. New Delhi: Macmillan Publishing.
- * Rao, P. L. International Human Resource Management. New Delhi: Excel Books.
- * Rao, P. S. International Human Resource Management. Mumbai: Himalaya Publishers.
- * Tayeb, M. H. International Human Resource Management. New Delhi: Oxford University Press.

Case Study:

- * Conflicting expectations: where pay and performance collide Page no. 299, IHRM: managing people in a multinational context- Peter J. Dowling, Denise E Welch

Focus: This course is focused for skill development aligned with C02

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the Concept and trends of IHRM and appreciate how and why it has become so critical.
- * Describe the significance of IHRM with regard to competitiveness.
- * Define issues that impact recruitment, selection and staffing in international context.

- * *Understand the future challenges related to IHRM.*
- * *Highlighting the core concepts of Human Resource Management in International context*

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO3/PO3
CO2	PO4/PSO3
CO3	PO6/PSO2
CO4	PSO3

BBAE 0107: LEADERSHIP SKILLS & CHANGE MANAGEMENT

Introduction: This course will focus on individual, team, and organizational leadership and will provide learners with the foundation for examining and developing their own individual leadership style.

Objectives: To enable the students gain insights into the various skills with regard to the phenomenon of leadership and change management.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Leadership: Definition, Importance of Leadership, Role of Leader, How is leadership differentiated from Management? Theories of Leadership: Contingency & Situational theories of leadership, Leadership Model, Leadership Competencies. Managing Change: The nature of organizational change, How change emerges in organizations, Strategies of change and its communication,	22
II	Enablers and obstacles to change, Successful processes of organizational change, Change implementation and its performance. Leading people to Change: Social identity of organizational system: how to investigate it, Individual dimensions of the change process Individual reaction to the change process, Groups dynamics in changing, Learning process, change , monitoring, A changing future – preparing for progressive and continual change, Innovation and trends for the future.	23

Reference Books/ Text Books / Cases:

- * Haldar, U. K. Leadership and Teambuilding. New Delhi: Oxford University.
- * Heighes, R. L. Leadership: Enhancing the Lessons of Empowering. New Delhi: Tata McGraw Hill.
- * Swailes, S. Organizational Chang. New Delhi: Prentice Hall International

Case Study:

- * Experience at GlaxoSmithKline (GSK) – McCalman James, Paton A. Robert, Change Management – A guide to effective implementation, New Delhi: Sage Publications

Focus: This course is focused for Employability aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the concept of leadership in an organizational context
- * Understand the concept and different approaches to manage change in an organization.
- * Understand the concept and different theories of leadership and summarizing its importance for effective management.
- * Identifying the different roles of change agent and understand the threats.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)



COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PO3
CO3	PO4/PSO3
CO4	PO6/PSO3

BBAE 0108: LABOUR LAWS

Introduction: *The course aims to provide rather, it attempts to give the student a strong, critical grasp on some of the important issues which arise in the area.*

Objectives: *To enable the students with a solid grounding in labour law so that they have an idea as to how the various laws are implemented in the Indian context for the labor force.*

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to labour Legislation: Labour Laws- Concept, Origin, Objectives and Classification, Philosophy of Labour Laws, Labour Policy, Emerging Issues and Future Trends.</p> <p>The Factories Act, 1948-Scope definition, approval of licensing and registration of factories, the inspection staff- Powers of Inspectors, certifying surgeons, healthy, safety and welfare provisions, working hours of adults, employment of women and young persons, annual leave with wages, penalties and procedure.</p> <p>Wages and Labour Laws: The payment of Wages act, 1936- Application of the act, rules for the payment of Wages, Deductions from Wages, maintenance of registers and records, Inspectors, Appeal.</p> <p>The Minimum Wages act, 1948- Object, fixation and revision of wages, advisory board and central advisory board, safeguards in payment of minimum wages.</p>	22
II	<p>Labour Welfare and Social Security: An overview of Employee State Insurance Act 1948 for The workmen' compensation Act, 1923- Defences available to employers before passing the act, scope and coverage of the act, rules regarding workmen's compensation, Amount of compensation, Distribution of compensation.</p> <p>Industrial Relations Law: The Trade union act, 1926- Trade unions, registration of trade unions, cancellation of registration and appeal, Rights and privileges of registered Trade union, Amalgamation and Dissolution of trade union, regulations and penalties.</p> <p>The Industrial Dispute act, 1947- Object, what is an Industrial Dispute, Strikes and Lock-out- Prohibition of strikes and lockouts, lockout in public utility services, strike and lockout in industrial establishments, illegal strikes and lockouts, Lay-off, retrenchment. Brief introduction of Conciliation Machinery, Adjudication Machinery and Voluntary reference of Disputes to Arbitration, Employee Provident Fund Act 1952.</p>	23

Reference Books/ Text Books / Cases:

- * Goswami, V. G. Labour and Industrial Law. Allahabad: Central Law Agency.
- * Kapoor, N. D. Elements of Merchantile Law. New Delhi: Sultan Chand & Sons.
- * Saiyed, I. A. Labour Laws. Mumbai: Himalaya Publication House.
- * Srivastava, S. C. Industrial Relations and Labour Law. Noida: Vikas Publishing House
- * Taxmann. Labour Law. New Delhi: Taxmann Publications Limited.

Case Study:

- * MGK union vs Balkrishnan- Saiyed, I.A, Labour Laws, Himalaya Publishing House

Focus: This course is focused for skill development aligned with C03

Intended Outcomes: After completion of the course, student will be able to:

- * Outline the legal framework within which Indian labour law operates.
- * Understand concepts such as industrial relations, employment practice, Labour conditions and social welfare.
- * Discuss the importance of ensuring the health, safety and welfare of the workmen.
- * Describe the Industrial and Labour system of the country.
- * Explain the importance of legal institutions and their application.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO3
CO3	PSO3
CO4	PSO4

BBAE0205: MARKETING OF SERVICES

Introduction: *Services add more economic value than any other means, in developed countries. This course intends to explain the various concepts related to the marketing of services*

Objectives: *To enable students gain insights into the field of marketing of services and how it has come essential in the overall scheme of things for a business organization*

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Services Marketing: Definition, Concept & Characteristics of Services, Difference between goods & Service Marketing. Classification of services. Importance of Services Marketing. Extended Service Marketing Mix: Service Products, Pricing Decisions of Services, Service Promotion, Place(distribution) in services, People & Internal marketing in services, Processes, Managing Physical Evidences in services. Challenges & issues in services marketing, Service Blueprint	23
II	Service Marketing Strategies: Segmentation, Targeting, positioning. Understanding customer expectation & zone of tolerance. Delivering Quality Service: Challenges faced while measuring service quality, the customer expectation Vs perceived service gap, Measures of service quality, SERVQUAL & GAP model. Application of elements of service marketing mix in BFSI sector, Education, Telecom, Hospitality (Travel, Tourism & hotels), Health (Hospitals). Role of IT and emerging technologies in service marketing	22

Reference Books/ Text Books / Cases:

- * Apte, G. Services Marketing. New Delhi: Oxford University Press.
- * Bhattacharya, C. & Shanker, R. Service Marketing. New Delhi: Excel Books.
- * Bitner, Z. Service Marketing. New Delhi: Tata McGraw Hill.
- * Lovelock, C., Service Marketing: People, Technology & Strategy. New Delhi: Pearson Education.
- * Nargundkar, R. Service Marketing. New Delhi: Tata McGraw Hill.
- * Rao, K. R. M. Service Marketing. New Delhi: Pearson Education.

Case Study:

- * Bharat Sanchar Nigam Limited, Christopher Lovelock, Pearson

Focus: This course is focused for skill development aligned with CO2

Intended Outcomes: *After completion of the course, student will be able to:*

- * *Identify the concepts & practical applications of service marketing.*
- * *Outline the role of people, physical evidences & processes in service marketing.*
- * *Highlight the skills required in service communication that differs substantially from those of goods marketing.*
- * *Infer the concept of service quality model and highlights the gaps in service delivery*

* Interpret applications of elements of service marketing mix in banking, education, telecommunication and hospitality industry.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3
CO3	PO5/PSO2
CO4	PO7/PSO3

BBAE0206: RETAIL MANAGEMENT

Introduction: Share of organized retail is increasing at a great pace in India, therefore, it becomes important to make students understand the concepts related to retail management.

Objectives: To enable students to gain insights into the various developments which are taking shape in the retail landscape in the country and how it is influencing business

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction—Retailing concept, nature, scope, and functions, Retailing scenario in India and its future prospects. Types of Retail Outlets. MNC's role in organized retailing.</p> <p>Situational Analysis: Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, nonstore-based, and Other forms of nontraditional retailing.</p> <p>Retailer Relationship: Customer Relationship & Channel Relationship.</p> <p>Retail Location & Site Selection: Factors affecting location decision, importance of location to a retailer, types of retail location, trading area analysis, Location based retail Strategies & Site Selection.</p>	22
II	<p>Store Design: Interior & Exteriors, Store layout, Types of layouts, Factors affecting store layout & Display.</p> <p>Store Administration: Space management, Managing store inventories and display.</p> <p>Merchandise Management: Concept, Importance, devising merchandise plans & implementation of these plans</p> <p>Pricing in Retailing: Factors affecting retail price, retail pricing objectives & developing retail price strategy.</p> <p>Retail Communication Mix: elements of retail promotional mix, Planning retail promotional strategy & significance of retail image.</p>	23

Reference Books/ Text Books / Cases:

- * Bajaj, C., Tow, R. & Srivatsava, N. V. Retail Management. New Delhi: Oxford University Press.
- * Berman, B. and Evans, J. R. Retail Management. New Delhi: Pearson Education.
- * Nair, S. Retail Management. New Delhi: Himalaya Publishing House Pvt. Ltd.
- * Newman, A. J. and Cullen, P. Retailing: Environment and Operations

Case Study:

- * Mall Retailers: The search for growth, Berman B & Evans JR, Pearson Education

Focus: This course is focused for entrepreneurship aligned with C01

Intended Outcomes: After completion of the course, student will be able to:

- * Identify the basic concepts of retail management.
- * Classify the various factor affecting location, site and store designing.
- * Report the plans for merchandise management.
- * Recognize the various elements of retail price and promotional mix.



Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3
CO3	PSO3
CO4	PO6/PSO2

BBAE0207: PRODUCT & BRAND MANAGEMENT

Introduction: This course should develop the basic understanding about the concept related to Product and Brand Management.

Objectives: To enable the students gain insights into what goes into the making of a successful brand by formulating policies which create reliable products

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Product Management: What is a Product-Product Personality, Types of Products- Product Line, and Product Mix. Factors influencing design of the product.</p> <p>Developing Product Strategy: PLC, Launching Strategies, Portfolio Management-BCG, GE, Porter's Model, Competitor's Analysis, Market potential, Product Demand pattern and Trend Analysis.</p> <p>New Product Development- Product Differentiation and Positioning strategies, Market Potential & Sales Forecasting- Forecasting target market potential and sales- Methods of estimating market and sales potential, planning for involvement in international market.</p>	23
II	<p>Pricing the Offer: Price Elasticity of Demand, Costs, Pricing Strategies. Concept of Product Testing. Test Marketing. Product Launch.</p> <p>Brand Management- What is a Brand, Types, Brand Development: Extension, Re launch-Product Vs Brands, Goods and services, Retailer and distributors, Brand challenges and opportunities, The brand equity concept, Identity and image, Building global brands, Branding failures, Packaging, Labeling</p>	22

Reference Books/ Text Books / Cases:

- * Chunawalla, S. A. Product Management. Mumbai: Himalaya Publishing House.
- * Chunawalla, S. A. Brand Management. Himalaya Publishing House.
- * Kapferer, J. The New Strategic Brand Management. New Delhi: Viva Books.
- * Pati, D. Branding Concepts. New Delhi: Macmillan Publishing.
- * Sengupta, S. Brand Positioning Strategies for Competitive Advantage. New Delhi: Tata McGraw Hill.

Focus: This course is focused for entrepreneurship aligned with CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Compare the relationship between Corporate Strategy, Product and Brand Management.(To understand the fundamental concepts of product and brand development and management)
- * Interpret the various dimensions of product management (Interpret Tools and metrics for developing product strategies.)
- * Apply an understanding in pricing the product
- * Infer the various aspects related to the evolution of a brand
- * Discuss a framework to understand the new product development process



Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PO4/PSO3
CO4	PO6/PSO2

BBAE0208: CUSTOMER RELATIONSHIP MANAGEMENT

Introduction: *This course highlights as Technologies and Customer Expectations rapidly change, Business realizes the value of Long Term Relationships with Customers and the need for CRM.*

Objectives: *To enable the students gain insights into how companies go about maintaining long term relationships with customers based on CRM*

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction and Significance of CRM: CRM Concepts; benefits of CRM; challenges for CRM; CRM Model; CRM: success factors, the three levels of Service / Sales; The Myth of Customer Satisfaction; Understanding Principles of Customer Relationship; Relationship Building Strategies; Building Customer Relationship; Management by Customer Retention; Stages of Retention; Understanding Strategies to Prevent Defection and Recover Customers; CRM as a strategic marketing tool; CRM significance to the stakeholders.</p> <p>CRM Process : Introduction and Objectives of a CRM Process; an Insight into CRM; The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM(sales force automation and call center), 4C's (Elements) of CRM Process; CRM Process for Marketing Organization; CRM Affiliation in Retailing Sector.</p>	23
II	<p>CRM in Marketing: One-to-one Relationship Marketing, Cross Selling & up Selling, Behavior Prediction, Customer Profitability & Value Modeling, Channel Optimization, Event-based marketing.</p> <p>Implementation and Trends in CRM: Choosing the right CRM Solution; Framework for Implementing CRM: a Step-by-Step Process: Five Phases of CRM Projects; Development of Customizations; power user Beta Test and Data Import; Train and Retain; Roll out and System Hand-off;</p> <p>CRM Current Trends: e-CRM/online CRM, Key e-CRM features, Data Warehousing – Data mining for CRM,an introduction to CRM software packages.</p>	22

Reference Books/ Text Books / Cases:

- * Kumar, V. & Werner, J. Customer Relationship Management - A Database Approach. New Delhi: Wiley India.
- * Mohammed, H. P. & Sagadevan, A. Customer Relationship Management. Noida: Vikas Publishing House.
- * Paul, G. CRM-Essential Customer Strategies for the 21st Century. New Delhi: Tata McGraw Hill.
- * Rai, A. K. Customer Relationship Management – Concept and Cases. New Delhi: PHI Learning

Case:

- * CRM case study:AMAZON.COM; John W.Gosney and Thomas P. Boehm 2001, customer relationship essentials, Prentice Hall Of India

Focus: This course is focused for entrepreneurship aligned with C01

Intended Outcomes: After completion of the course, student will be able to:

- * Understand about the concept and significance of CRM.
- * Identify and understand about the various tools and techniques for implementing CRM
- * Describe the concept of CRM cycle.
- * To understand marketing aspects of Customer relationship management
- * Discuss To understand about the various current trends in CRM.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PO3
CO3	P05
CO4	PSO4

BBAE0305: INVESTMENT MANAGEMENT

Introduction: The course is intended to develop familiarity with the theory and empirical evidence related to investment analysis and portfolio management.

Objectives: To enable the students to gain insights into how to become professional investors or researchers in the field of finance and investment

Credits: 04

Semester VI

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Investment – Nature, Objectives and Process, Investment, Speculation & Gambling, Factors influencing selection of investment, Alternatives for Investment, Capital Market and its classification</p> <p>New Issue Market: Concept, Function, Role, Concept of Underwriting, Methods of Floating New Issue, Pricing of New Issue.</p> <p>Secondary Market: Stock Exchanges in India – BSE & NSE, Functions of Stock Exchange, Trading System – Parties Involved, Mechanism of Price Quotes, Types of Order, Settlement, Concept of Dematerialization, Online Trading.</p>	22
II	<p>Market Indices – SENSEX & NIFTY, Introduction to Future & Options Segment, Concept of Mutual Funds.</p> <p>Fundamental Analysis: Economy Analysis, Industry Analysis, Company Analysis</p> <p>Technical Analysis: Assumptions, Dow Theory, Support & Resistance Level, Indicators, Charts – Point & Figure Chart, Bar Chart, Chart Patterns, Limitations, Overview of Efficient Market Theory.</p>	23

Reference Books/ Text Books / Cases:

- * Bhalla, V. K. Investment Management. New Delhi: S. Chand & Company Ltd.
- * Bhat, S. Security Analysis and Portfolio Management. New Delhi: Excel Books.
- * Chandra, P. Investment Analysis and Portfolio Management. New Delhi: Tata McGrawHill.
- * Khatri, D. K. Investment Management and Security Analysis. New Delhi: Macmillan Publishers India Ltd.
- * Pandian, P. Security Analysis and Portfolio Management. New Delhi: Vikas Publishing House Pvt. Ltd.
- * Ranganatham, M., & Madhumathi, R. Investment Analysis and Portfolio Management. New Delhi: Pearson

Focus: This course is focused for skill development aligned with CO2, 3

Intended Outcomes: After completion of the course, student will be able to:

- * Comprehend the investment alternatives that exist in the financial markets.
- * Understand the market for investment assessment.
- * Remember the ways of analysis of secondary markets.
- * Recognize fundamental and technical analysis with regard to investment

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
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CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PSO5
CO4	PSO3

BBAE0306: TAXATION LAWS

Introduction: This course in taxation laws and practices-I is designed to help students to appreciate the importance of direct tax (Income Tax) in India.

Objective: To enable the students with regard to giving insight into the various heads of income along with computation of Tax liability of an individual.

Credits: 04

Semester VI

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Income Tax Act, 1961: Basic Concepts: Income, Agricultural Income, Casual Income, Assessee, Assessment Year, Previous Year, Gross Total Income. Tax Evasion, Avoidance, and Tax Planning. Mutual relationship between Income tax Act and Finance Act. Interpretation of tax laws. Heads of Income: Residential Status and Tax Liability, Income From House Property, Simple Numericals. Income From Business & Profession-Simple Numericals, Income From Salaries-Meaning,	22
II	Heads of Income: , Allowances, Perquisites, Valuation of Perquisites, Provident Fund, Retirement Benefits. Simple Numericals. Income From Capital Gains, Income from other sources. Determination of Gross Total Income and tax liability of an individual. Simple Numericals. Deductions under section 80 C to 80 U.	23

Reference Books/ Text Books / Cases:

- * Singhania, V. K. &Singhania, M. Students' Guide to Income Tax with Service Tax and Value Added Tax. New Delhi: Taxmann Publications Pvt. Ltd.
- * Ahuja, G. & Gupta, R. Systematic approach to Income Tax. New Delhi: Bharat Law house.

Focus: This course is focused for entrepreneurship aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Tell the basic knowledge about taxation laws.
- * Describe the various principles and provisions in Income –tax Act, 1961.
- * Classification of income under various headings.
- * Illustrate the main concepts and principles of Income Tax.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PO4/PSO4
CO4	PO6/PSO2

BBAE0307: PERSONAL FINANCIAL PLANNING

Introduction: This course has been designed to assist the student in building a conceptual framework with which to make prudent financial decisions

Objectives: To enable the students gain insights into personal financial planning; basic financial planning; investing at low risk vs. aggressive investing and other aspects

Credits: 04

Semester VI

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Personal Financial Planning: Meaning, need, process; developing personal financial goals, opportunity cost, time value of money, financial advising, system for personal financial records, personal financial statements, money management and achieving financial goals. Saving plans and their evaluation, consumer credits and their types, choosing a source of credit	22
II	Housing decisions factors and financing, health insurance and financial planning Life insurance and its types, determining life insurance needs, buying life insurance, Preparing for an investment program, factors affecting choice of investment, alternatives for investment – stocks, bonds, mutual funds, real estate, metals & gems, others; retirement planning	23

Reference Books/ Text Books / Cases:

- * Kapoor, J., Dalbay, L. & Robert, J. H. Personal Finance. New Delhi: Tata McGraw Hill.
- * Victor, H. G. & Rosenbloom, J. S., Personal Financial Planning. New Delhi: Tata McGraw Hill
- * Rejda, G. E. Social Insurance And Economic Security. New Delhi: Prentice Hall

Case:

- * Suitable case lead from Victor Hallman G. & Rosenbloom Jerry S., *Personal Financial Planning*, Tata McGraw Hill

Focus: This course is focused for skill development aligned with CO2

Intended Outcomes: After completion of the course, student will be able to:

- * List the basic knowledge about taxation laws.
- * Learn the various principles and provisions in Income –tax Act, 1961.
- * Summarize of income under various headings.
- * Describe the main concepts and principles of Income Tax.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PSO3
CO4	PSO4

BBAE0308: CORPORATE ACCOUNTING

Introduction: This course in corporate accounting deals with various concepts such as shares, amalgamation, valuation of share and goodwill, holding, etc.

Objective: To enable the students to develop awareness about corporate accounting thereby gaining insights into such concepts as liquidation, share issuing and valuation, etc.

Credits: 04

Semester VI

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Issue of shares -Calls in arrears and Calls in Advance, Forfeiture and Re-issue of forfeited shares. Valuation of Shares - Meaning, factors affecting valuation, Different methods of valuation of shares, Numerical Valuation of Goodwill -Meaning, Types of Goodwill, Different methods of Valuation of Goodwill, Numerical Amalgamation - Merger and Acquisition, Different methods of purchase consideration. Numerical	22
II	Liquidation of a company – liquidators’ final statement of account, Numerical. Accounting of Holding company & subsidiary company – Preparation of Consolidated Balance Sheet and calculation of minority interest. Numerical Profit Prior to Incorporation - Calculation of profit prior and post to incorporation. Numerical	23

Reference Books/ Text Books / Cases:

- * Gupta, R. L. Company Accounts. New Delhi: Sultan Chand & Sons.
- * Maheswari, S. N. Corporate Accounting. Noida: Vikas Publication House.
- * Shukla, M. C., Grewal, T. S. & Gupta, S. C. Advanced Accounts. New Delhi: S.Chand & Co.

Case:

- * Based on latest annual report of limited companies

Focus: This course is focused for Employability aligned with CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Show the various accounting procedure.
- * Identify and understand in-depth knowledge of issuance and valuation of shares.
- * Explain the various concepts as liquidation, amalgamation and accounting of holding company.
- * Interpret concept of profit and loss prior to incorporation.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3
CO3	PO4/PSO3
CO4	PSO3

BFBE0305: CREATIVITY & INNOVATION

Introduction: This course is designed for students who believe they will one day be involved in a creative, entrepreneurial or “intrapreneurial” (corporate) venture

Objectives: To enable the students to someday work within an innovative company, such as one in the arts (record label, movie studio), sciences (biotech, clean energy) or Internet (consumer, enterprise).

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Innovation and Creativity: innovation in the business, Introduction to seminal theories, Framework for Innovation and Creativity in the organization, Theories of creativity, The creative Problem solving structure, Framework for studying creativity within the growth organization; intrapreneurship vs. entrepreneurship. Leading the Creativity Organization: Creativity and leadership, Creativity tips and practices of the masters.	22
II	Leadership style in innovation, Innovative leadership styles for the entrepreneurial organization; exploration of leaders in the organizations, Key principles of leadership for unlocking creativity. Managing & Developing the Creative Organization: The “Human Equation” – how to foster creativity within the organization, Functional Creativity: Human Resources, Company Culture & Unusual Workspaces, Focus on creativity & innovation in the larger company environment.	23

Reference Books/ Text Books / Cases:

- * Batra, P. Brainstorming Forcreativity& Innovation, New Delhi: BatraBooka.
- * Ceserani, J. &Greatwood, P. Innovation and Creativity. New Delhi: Kogan Page India Pvt. Ltd
- * Dyer, J., Gregersen, H. & Christensen, C. M. The Innovator’s DNA. Harvard Business School Press.
- * Safawi, A. D. & Dehlvi, A. W. Revolution and Creativity. New Delhi: Rupa & Company.

Case:

- * “The case of the Critical Attitude”, Innovation and Creativity JonneCeserani& Peter GreatwoodKogan Page India Pvt. Ltd., Page No.37

Focus: This course is focused for Employability aligned with C01

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the concept of creativity and innovation.
- * Describe the theories of creativity and innovation.
- * Classify the key principle of leadership and various styles.
- * Remembering the problem-solving abilities and gain access to tools for the same.



Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PO5/PSO3
CO4	PO6/PSO3

BFBE0306: MATERIALS MANAGEMENT

Introduction: This course will help those management students who are taking family business as specialization and will manage their production oriented family business in future.

Objectives: To enable the students gain insights into various pre-requisites such as inventory which are necessary with regard to day-to-day running of a business

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Materials Management- Importance, Objectives- Interface with other functions, Materials management – functions – material planning and budgeting, Material requirement planning (MRP), Master Production Schedule - Bill of Materials – BOM Explosion - Material flow in MRP. Value Analysis, Purchasing Methods, purchase functions and procedure, Inventory - Need of Inventory - Costs associated with Inventory - Types of Inventory- Basic EOQ Model - EOQ with discounts - Classification of material - ABC Analysis - VED, HML, FSN, GOLF, SOS (Numericals expected on Basic EOQ, EOQ with discounts & ABC)	23
II	Purchase Management - Purchasing - Procedure - Dynamic purchasing - Principles - Import substitution - International Purchase - Import purchase Procedure Inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN. Materials Handling - Principles of Materials Handling system - Materials Handling Equipments – Store Keeping - Objectives - Function of store keeping - Store responsibilities& Procedure- Layout & Location of store house - Centralized store room - Equipment - Security measures - Protection and prevention of stores - Fire and other Hazards - Bincard - Stock Cards, Environmental issues	22

Reference Books/ Text Books / Cases:

- * Ashwathapa, K. Production and Operations Management
- * Chary, S.N. Production and Operations Management, TMH Publications
- * Jain, S.P. & Narang. Cost and Management Accounting
- * Nair, N. K. Purchasing and Material Management. Nodia: Vikas Publishing House.
- * Sople, V. V. Logistics Management. New Delhi: Pearson Education P. Ltd.

Case:

- * http://www.iimm.org/knowledge_bank/1_customer-centric-materials-management.htm

Focus: This course is focused for skill development aligned with CO3

Intended Outcomes: After completion of the course, student will be able to:

- * Develop the basic concepts of material management to ensure a steady supply of materials to meet the needs of the organization.
- * Recognize the appropriate inventory control models to use, purchase methods, purchase functions and organizational policies and procedures.

- * *Understanding the theories and principles needed to take into account for material handling systems and equipments.*
- * *Identify the concepts of store keeping and security measures.*

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PO4/PSO3
CO4	PO5/PSO4

BFBE0307: SOCIAL RESPONSIBILITY OF BUSINESS

Introduction: This course is the formation and stewardship of policies and processes that lead to a culture of good decision making and good decisions.

Objectives: To enable the students gain insights into the social perspective of conducting day-to-day affairs with regard to running a business and various concepts related to them

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Business: Business activities around us, Concept, Characteristics and importance of Business, , Evolution of Commerce and Industry, Environmental issues, Social issues, Labour and related issues, Ethical and Governance issues, Human Rights–UN Charter Social Responsibility of Business: Definition, Concept of social responsibility, Responsibility towards - owners, employees, consumers and society, Social values and business ethics, Environmental protection, Ethical business practice, Socially responsible business at local and national level. National & International scenario Factors influencing growth of CSR	23
II	Business Objectives, Standards & Codes: Economic, Social, Human, Environment, National and Global objectives of business, Corporate Governance, style, leadership & CSR, Codes & Standards: ISO–14001,OHSAS–18001,SA–8000, OECD Guidelines for Multinational Companies, Global-Compact,AA–1000,BS/ISO Guideline on CSR Management (ISO-26000)	22

Reference Books/ Text Books / Cases:

- * Agarwal, S. Corporate Social Responsibility in India. New Delhi: Sage Publications.
- * Chatterji, M. Corporate Social Responsibility. New Delhi: Oxford University Press.
- * Murthy, K. V. B. & Krishna, U. Politics, Ethics and Social Responsibility of Business. New Delhi: Pearson Education.
- * Sarkar, C. R. Social Responsibility of Business Enterprise. New Delhi: New Century Publications.

Case:

- * “British Petroleum in Colombia”, A case study, Corporate Social Responsibility-Cases by Subhasis Ray, ICFAI University Press, Hyderabad, Page No.1.

Focus: This course is focused for skill development aligned with C03

Intended Outcomes: After completion of the course, student will be able to:

- * Understanding the various business activities and environmental issues.
- * Identify the relationship between ethics, morals and values in the workplace.
- * Learn the impact of CSR implementation on corporate culture.
- * Recognize various standards and codes related to business.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
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Course Curriculum

[Bachelor of Business Administration (Honours) –BBA (H)]

CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PO4/PSO4
CO4	PO6/PSO3

BFBE0308: EXPORT PROCEDURE AND DOCUMENTATION

Introduction: This course has been designed keeping in mind to highlight the role of Small Scale and Family managed businesses which is rapidly increasing in International Trade.

Objectives: To enable the students gain insights into the procedure and documentation about how to go about expanding the horizon of their business by going international

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Regulatory Framework & Environment: FEMA, EXIM Policy, ECGC Export Promotion council, commodity boards – Role and functions of Export Promotion council, Commodity boards, Directorates of commercial intelligence and statistics, Indian trade promotion organization, Incentives for Export Promotion Terms of International Payments, Export Financing – Pre Shipment Credit, Post Shipment Credit, EXIM Bank. Export Procedure: Registration of exporters, Export Procedure, Quality Control and Pre-shipment Inspection – inspection agencies,	23
II	Procedure for Excise and Custom Clearance, Shipment of Cargo and Clearance, Cargo Insurance, Export by Air or Post Parcel, Role of Clearing & Forwarding Agent, Procedure for Availing Export Incentives. Export Documentation: Performa invoice, commercial invoice and its attestation, packing list, Inspection, certificate, certificate of origin, GSP certification, shipping bills, A.R, A.R(4) forms, Mate receipts, GR-Forms or SDF, Marine insurance policy, ECGC policy, bill of exchange, bank certificate for Export B/L, AWB, Special Consular Invoice- bill of entry and airway bill.	22

Reference Books/ Text Books / Cases:

- * Kapoor, D. C. Export Management. Noida: Vikas Publishing House
- * Kumar, A. Export & Import Management. New Delhi: Excel Books.
- * Paul, J. & Aserkar, R. Export Import Management. New Delhi: Oxford University Press.
- * Rai, U. K. Export-Import and Logistics Management. New Delhi: PHI Learning.
- * Ramagopal, C. Export Import Procedure – Documentation and Logistics. New Delhi: New Age International.

Focus: This course is focused for Employability aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Understanding about the regulatory framework and environment for export.
- * Understanding the role of export promotion council and commodity boards.
- * Remembering basic procedure for export and registration of exporters.
- * Learn the pre-shipment and post-shipment documentation requirement.



Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PO5/PSO3
CO4	PO7/PSO4

BBAE0405: PRINCIPLES AND PRACTICES OF GENERAL INSURANCE

Introduction: The subject covers the principles and practices related to general insurance as applicable in India within the larger economic system.

Objectives: To enable the students in getting an outlook of general insurance operates on a day-to-day basis and how policies are formed with regard to the same.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction:- Meaning and Definition of General Insurance, History of General Insurance, Nature, Scope , Significance and Functions of general Insurance Business, Concept and Principles of Premium Rating, the concept of Risks, Characteristics of Insurable Risk. Contract Design and Underwriting. General insurance Policies: Marine Insurance Policy: Meaning, definition, classification, Fire Insurance: Meaning, nature of fire insurance, fire insurance contract, kinds of policies	22
II	Miscellaneous Insurance: Motor Insurance Meaning, principle, kinds of policy, Personal Accident Insurance: Meaning & Types, Burglary and Fidelity Insurance. Crop and Cattle Insurance. General insurance Business in India:- General Insurance Functional set Up in India. Organizational Structure of General Insurance Companies, The General Insurance Business Market in India in the present Business Environment. General Insurance Corporation of India, Private insurance companies in India	23

Reference Books/ Text Books / Cases:

- * Lunawat, M. L., Shah, R. S. &Palande, P. S. Insurance in India. New Delhi: Sage Publications.
- * Mishra, M. N. Insurance Principles and Practice. New Delhi: S. Chand & Company.
- * Panda, G. Principles and Practice of Insurance. New Dellhi: Kalyani Publishers.
- * Sarma, K. V. S. & Murthy K. S. N. Modern Law of Insurance In India. Mumbai: N.M. Tripathi Pvt. Ltd.

Focus: This course is focused for skill development aligned with C03

Intended Outcomes: After completion of the course, student will be able to:

- * Explain general insurance & its importance in today's business world.
- * Understand the main concepts and principles of general insurance.
- * Remember the learning in solving problems associated with general insurance.
- * Classify the various types of general insurance policies in Indian business.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3



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CO3	PO4/PSO3
CO4	PO5/PSO2

BBAE0406: BANKING LAWS & ENVIRONMENT

Introduction: This course introduces the prevailing banking laws in India & develops a broad understanding of central banking and monetary issues.

Objectives: To enable students to gain deep knowledge base of regulatory environment by way of RBI Act and Banking Regulation Act.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Evolution of Money, Evolution of Indian Banking System Kinds of Banks-Commercial Banks, Co-Operative Banks & Development Banks in India and their Functions; Meaning & Functions of Central Bank, Principle and System of Note issues by Central Bank, Meaning, Objectives & Instruments of Monetary Policy, Recent Trends in Central Banking; Prevention of Money Laundering Act, 2002 (PMLA). Regulatory Environment: Rationale for Bank Regulation, Major Provisions of RBI Act, 1934, Regulation by RBI for - Nature of Banking Business, Licensing, Capital Requirements, KYC, Relationship between Banker and customer; Bank's duty to customers; Banking Ombudsman, NPA, CRR & SLR, Critical evaluation of RBI	22
II	Electronic Banking and IT in Banks: Funds Transfer mechanism: ECS, EFT, RTGS, NEFT; Clearing House operations: MICR, CTS; e- banking services; Cyber Crime & Fraud management. Case studies: ICICI Chandrakochar case, & Yes bank case, CIBIL (Credit Information Bureau of India Ltd). Banking Regulation Act, 1949: Meaning & Major Provisions of Banking Regulation Act, Powers of RBI under Banking Regulation Act, Nationalization of Commercial Banks under Banking Companies (Acquisition of Undertakings) Act, 1970; Securitisation and Reconstruction of Financial Assets and Enforcement of Securities Interest Act, 2002 (SARFAESI Act)	23

Reference Books/ Text Books / Cases:

- * Cranston, R. Principles of Banking Law. New Delhi: Oxford University Press.
- * Khubchandani, B. S. Practice and Law of Banking. New Delhi: Macmillan Indian Limited.
- * Singh, A. Laws of Banking & Negotiable Instruments. New Delhi: Eastern Book Company
- * Tomar, D. Theory of Banking: History, Law and Practice. New Delhi: Vista International Publishing House

Focus: This course is focused for Employability aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Explain evolution of money and central banking system
- * Define the banking regulatory environment in the country
- * Understand the regulatory framework for banks through RBI Act.
- * Describe the major provisions of Banking Regulation Act.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PO3
CO3	PO4/PSO3
CO4	PSO4

BBAE0407: MARKETING OF FINANCIAL PRODUCTS AND SERVICES

Introduction: This course introduces the students to an overview of financial system and financial products and services in India and related marketing strategies

Objectives: To enable the students to gain insights into marketing and planning of various financial products and services like banking and non banking.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Financial Products & Services: Meaning, Role, nature and characteristics, Scope and Types of Financial Services, fund based and non-fund based financial services, An Overview of various financial product & services in India, a conceptual framework of financial market in India. An introduction of International Financial Services Centres Authority. Marketing Planning: An overview, Marketing Environment: Analyzing financial services marketing environment- macro and micro components;	22
II	Understanding financial services customer, Marketing Mix Strategy. Marketing of Financial Services: Banking products and services, Venture capital financing, Credit Rating Services, Factoring, Forfeiting and Bill discounting, Plastic Money (Debit, Credit & Smart Card), Securitization, Marketing Strategy for Banking Services, Marketing of insurance products- Life and Non Life Products.	23

Reference Books/ Text Books / Cases:

- * Arora, S. Marketing of Financial Services. New Delhi: Deep & Deep Publishing House.
- * Avdhani, V. A. Marketing of Financial Services. Mumbai: Himalaya Publishing House.
- * Apte, G. Services Marketing. New Delhi: Oxford University Press.
- * Bhattacharya, C. & Shanker, R. Service Marketing. New Delhi: Excel Books.
- * Khan, M.Y. Indian Financial System - Theory and Practice. Noida: Vikas Publishing House.

Focus: This course is focused for skill development aligned with C03

Intended Outcomes: After completion of the course, student will be able to:

- * Understand about the various types of financial products and services.
- * Learn about the marketing environment with regard to financial services.
- * Discuss how financial products and services are marketed.
- * Describe the recent developments in marketing of Financial Products & Services.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO3/PSO3
CO2	PO4/PSO3



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CO3	PO6/PSO4
CO4	PSO4

BBAE0408: MANAGEMENT OF COMMERCIAL BANK

Introduction: This course introduces the students to the commercial banking system in India. It also gives a broad framework of retail banking and emerging trends in this field

Objectives: To enable the students gain insights into the emerging trends in the commercial banking scenario both at national & international levels.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Meaning, Functions of Commercial Banks, Services Rendered, General Structure and Methods of Commercial Banks, Mechanism of Credit Creation, Clearing House System, System of Banking – Group Banking & Chain Banking, Unit Banking & Branch Banking, Investment Banking & Mixed Banking, Universal Banking, Merchant Banking & Virtual Banking. Retail Banking: Introduction, Characteristics, Advantages and Constraints in Retail Banking, Evolution of Retail Banking in India, Present Status and Global Trends in Retail Banking, Distinction Between Retail & Corporate Banking,	22
II	Overview of Retail Banking Products – Home Loans, Vehicle Loans, Personal Loans, Educational Loans, Credit & Debit Cards and Remittances, Safe deposit vaults. Emerging Trends: Social Responsibility of Banks Concept, Design & origin of E-Banking, Scope and Type of E-Banking – Internet Banking, Mobile Banking etc., Issue and Challenges in E-Banking, Advantages and Limitations of E-Banking. Internet Banking Functions, Electronic fund management, Security and control systems-cyber crimes& fraud management, E-Banking Demo Exercise	23

Reference Books/ Text Books / Cases:

- * Gopinath, M. N. *Banking Principles & Operations*. Mumbai: Snow White Publications Pvt. Ltd.
- * Saxena, G.S. *Legal Aspects of Banking Operations*, New Delhi: Sultan Chand and Sons.
- * Sethuraman, J. *Retail Banking*. New Delhi: Macmillan Publishers India Ltd.
- * Varshney, P.N. *Banking Law and Practice*. New Delhi: Sultan Chand and Sons.

Focus: This course is focused for skill development aligned with C01

Intended Outcomes: After completion of the course, student will be able to:

- * Understand about framework and functioning of commercial banks.
- * Discuss deep knowledge of retail banking and its products
- * Explain retail banking and how it is different from corporate banking
- * Understand the various emerging trends in banking at national & international level



Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PO4/PSO3
CO4	PO6/PSO3

BCME0404: CROSS CULTURAL ISSUES IN INTERNATIONAL BUSINESS

Introduction: This course will help students in developing understanding of the concepts of cross cultural management issues and increasing complexity in terms of international business

Objectives: To acquaint the students with the issues pertaining to international business
To enable them to learn the various problems due to diversified culture and ethnicities.

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Basics of International Business: Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial implications.</p> <p>Cross cultural nuances of international business: International Management: Concept, Dimensions and Approaches; Business culture and corporate culture; Problems of intercultural communication; Cross -cultural values and business management; Business values ethics and social responsibilities.</p> <p>Cross cultural strategies adopted in international business: Managing international Collaborative Arrangements: Joint Ventures and other forms for strategic alliances: Traditional and emerging reasons for forming strategic alliances: Pitfalls in strategic alliances; Making cross-cultural alliances work.</p>	22
II	<p>International business environment: Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade. 4. International Financial Environment: Foreign investments-Pattern, Structure and.</p> <p>Cross cultural risks in International business: Managing Political Risks: Host country home country and multinational relationships; Political risk assessment and protection techniques for multinational corporations; Organizing for political risk management.</p> <p>International Business Negotiations: Importance of business negotiations; Business negotiation process and skills, Management of business negotiations, Negotiations within groups, Negotiations across cultures.</p>	23

Reference Books/ Text Books / Cases:

- * Hill, Charles W. L., *International Business*, McGraw Hill, New York.
- * Danoes, John D. and Radebaugh, Lee H., *International Business: Environment and Operations*, 8th ed., Addison Wesley, Readings.
- * Cateora, Phillip R. and John L. Graham, *International Marketing*, 10 th ed., Irwin McGraw Hill, Boston.
- * Nagadhi, A.R., *International Management*, Prentice Hall of India Private Ltd.

Focus: This course is focused for Entrepreneurship aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Discuss the importance of cross cultural issues recognitions at the corporate level.
- * Understand the various cross cultural strategies adopted at international level.
- * Explain the various dimensions and approaches to cross cultural management.

* *Understand the significance of business negotiation in international business.*

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO3/PSO2
CO3	PO4/PSO3
CO4	PO6/PSO3

BCME0405: INTERNATIONAL ETHICAL AND LEGAL ISSUES

Introduction: This course on international ethical and legal issues would help the students in getting the understanding of the concepts related to ethical and legal framework

Objectives: To acquaint the students with the concepts related to ethics and legal issues
To enhance their skill to effectively manage ethical and legal issues in international perspective.

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction and basic concepts of Business ethics: Business ethics Context and history; Ethics and Stakeholders; Business Ethics and individual decision making; Ethics Personal and Organizational ethics in International Business; Advertising and ethical Issues; Ethical Issues confronting International Business; Ethics, organization and Corporate social responsibility; Community Trade agreements and Globalization; Upholding Ethics and Integrity in International Business</p> <p>International Business Law: Meaning, scope, sources of International business law; Legal Environment of International Business, International law and Organizations; resolution of International Disputes;</p>	22
II	<p>GATT law and WTO dispute settlement, dumping and anti dumping measures, laws governing access to foreign markets - Technical barriers to trade, import licensing procedures, government procurement, trade in services, trade in agriculture.</p> <p>Technology import contract – Technology Policy and environment – Selection and transfer issues – Law for protection of Intellectual Property Rights, Patents, Trademarks, etc. Law of Product Liability – Laws relating to customs practices and procedures – Settlement of International Trade Disputes – Carriage of goods by sea, air, and over road. International sales – sales contracts, conventions on contracts, remedies for breach of contracts, cultural influences on contracts, documentary sales and terms of trade, shipping terms and the risk of loss, carriage of goods, liabilities of carriers</p>	23

Reference Books/ Text Books / Cases:

- * Cheeseman, Henry R, *Business Law: the Legal, Ethical, and International Environment*, Prentice Hall, 2nd Edn.
- * Bohlman, *The Legal, Ethical & International Environment of Business – Industrial Laws & Legislation*.
- * Nan S. Ellis, *Study Guide with Critical Legal Thinking Cases: Business Law: The Legal, Ethical, and International Environment*, Allyn & Bacon 3rd Edn.
- * Palle Krishna Rao, 'WTO text and cases' Excel Books
- * Vinod V Sople, 'Managing Intellectual Property' PHI Learning Private Limited
- * Herbert M Bohlman & Mary Jane Dundas, *The Legal, Ethical, and International Environment of Business, 4th Edition*, South – Western College Publishing

Focus: This course is focused for Entrepreneurship aligned with C04

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts of business ethics at international level.
- * Comprehending the international business law.

- * *Escalate the usage of technology in ethics and law.*
- * *Developing aptitude to gauge a business firms practices on ethical grounds.*

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO3/PSO3
CO2	PO4/PSO4
CO3	PO6/PSO3
CO4	PSO4

BBAE0203: INTERNATIONAL MARKETING

Introduction: This course would help the students in getting the understanding of the international marketing concepts and strategies used for promotion and wealth maximization.

Objectives: To familiarize the students with the concept and issues of international marketing
To enable them to analyze the international marketing strategies for a business firm.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Introduction to International Business- an overview; International marketing management process, Difference between domestic marketing and International marketing, Definition & concept. International marketing information system.</p> <p>International Marketing Environment: Influence of physical, economic, socio - cultural, political and legal environments on international marketing decisions; International Market Segmentation, Selection and Positioning; International market entry strategies – Exporting, licensing, contract manufacturing, joint venture, setting -up of wholly owned subsidiaries abroad.</p> <p>International Product Planning and Pricing decisions: Major Product decisions-product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.</p>	23
II	<p>Pricing decisions for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing; Counter trade as a pricing tool-types and problems of counter trading.</p> <p>International Distribution Decisions: Distribution channel-from traditional to modern Channel structures, Intermediaries for international markets-their roles and functions;; Factors affecting choice of channels; International distribution logistics-Issues and Planning.</p> <p>International Promotion Strategies: Communications across countries-complexities and issues; Sales promotions in international markets, International public relations, International Advertising decisions, Personal selling and sales management; Developing international promotion campaign.</p> <p>Emerging trends in International Marketing: International Marketing through Internet; Ecological concerns and international marketing ethics.</p>	22

Reference Books/ Text Books / Cases:

- * Keegan, Warran J. and Mark C. Green, Global Marketing, Pearson.
- * Cateora, Phillip R.; Grahm, John L. and Prashant Salwan, International Marketing, Tata McGraw Hill.
- * Czinkota, Michael R. and Illka A. Ronkainen, International Marketing, Cengage Learning.
- * Terpstra, Vern; Foley, James and Ravi Sarathy, International Marketing, Naper Press.33
- * Jain, Subash C., International Marketing, South-Western.

Focus: This course is focused for Entrepreneurship aligned with C01

Intended Outcomes: After completion of the course, student will be able to:

- * Understand various aspects related to international marketing
- * Learn international marketing strategies adopted by the companies.
- * Outline international distribution decisions for full coverage of the segment
- * Understand importance of market and product mix at international level

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PO4/PSO3
CO4	PO6/PSO1

BFBE0202: INTERNATIONAL HUMAN RESOURCE AND STRATEGIC ISSUES

Introduction: This course would help the students in getting the understanding of the concepts and strategies of international human resource management as used by firms

Objectives: To acquaint the students with the concepts of international human resource
To enhance their skill to effectively manage human resource in international perspective.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Human Resource Management: Concept, objectives; Functions and roles; Traditional and modern perspectives in HRM; Recent global trends in HRM.</p> <p>International Context of HRM: Introduction to IHRM; Human Resource Management in the International Firm- The conceptual Framework; Various factors responsible for Cross national differences in personnel and organizational Management; Complexities and issues in managing human resource across countries; International HRM department and functions; Models of international HRM. Human Resource Information System (HRIS) succession planning,</p> <p>International Staffing: Hiring- sources of international human resource; Staffing for international operations; Selection strategies for overseas assignments; International transfers; Expatriate Management- training and development for expatriates; Problems of repatriation of overseas expatriates and strategies to tackle these problems.</p>	23
II	<p>Training, Development and Compensation in International Perspective: Training and development for international staff; Compensation in International Perspective- Factors, package, methods and trends; International reward system;</p> <p>Direction and Control: Issues and strategies for directing in international context; Enhancing interpersonal communication; Multinational performance appraisal – Criteria and process, Performance management; International control mechanism.</p> <p>Industrial Relations and Other Issues in IHRM: A framework for international industrial relations; Employees participation – Practices in various countries; Cross border ethics management; Comparative study of HRM practices in major global economies; IHRM trends- Complexities, challenges, and choices in future.</p>	22

Reference Books/ Text Books / Cases:

- * Dowling P. J., *International Human Resources Management*, Cengage EMEA.
- * Harzing, A. W. and Pinnington, A., *International Human Resource Management*, Sage Publication, London.
- * Saini, D. S. and Sami A. K., *Human Resource Management – Perspectives for the New Era*, Response Books (A Division of Sage), New Delhi.
- * Aswathappa, K. and Dash, S., *International Human Resource Management*, McGrawHill Education India.
- * Hollinshead, G., *International and Comparative Human Resource Management*, McGrawHill Education India.
- * Evans, P., Pucik, V. and Bjorkman, I., *The Global Challenge: International Human Resource*

Management, McGrawHill Education India.

- * Tayeb, M.H., *International Human Resource Management*, Oxford University Press, India.
- * Dessler, G., and Varkkey, B., *Human Resource Management*, Pearson Education, Delhi.
- * Decenzo, D.A., and Robbins, S. P., *Fundamentals of Human Resource Management*, Wiley, India.
- * Rao, V. S. P., *Human Resource Management: Text and cases*, Excel Books.

Focus: This course is focused for skill development aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the difference between traditional and international human resource management.
- * Define the concept of human resource information system (HRIS).
- * Describe the international staffing and selection strategies.
- * Classify the framework for international industrial relation and issues in IHRM.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PO4/PSO3
CO4	PO6/PSO1



BBHE0105: TOURISM AND TRAVEL MANAGEMENT

Introduction: The course provides an introduction to the students about tourism and travel management and how the same is being used by firms for furthering their goals.

Objectives: To acquaint students with how tourism and travel industries operate.
To make students understand the structure, nature and operating characteristics of them

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Tourism overview and its significance Definition and historical development of tourism, Components and elements of Tourism, Nature and characteristics of Tourism industry, Tourism as an industry in India. Definition and Distinction between travelers, Visitors, Excursionist, Tourist and Transit visitor. Travel Motivators and Deterrents. Maslow's Hierarchy of needs Model and Travel Motivations. Push and Pull Travel Motivations. Stakeholders in Tourism, Demand and Supply view of Tourism. Economic, social, cultural and Political impacts and significance of tourism (positive and negative). Employment generation, Earnings of foreign exchange, Regional development, National integration and International understanding and world peace.</p> <p>Tourism typologies Domestic tourism, international tourism, inter-regional & intra-regional tourism. Forms and classification, ideals of responsible Tourism-alternate Tourism, concept of "Paid holiday", Emergence of modern tourism; rural, Eco, Medical, Mice, literary, indigenous, wellness, film, golf etc; Typologies of Tourist-Cohen's, Smith's and Amex tourist typology etc.</p>	I
II	<p>Tourism Models Tourism System, Models and Theories in consumer behavior, Push and Pull theory, Tourism regulations, Present trends in Domestic and Global tourism, MNC's in Tourism Industry.</p> <p>Tourism Organizations, Transportation and Sustainability in Tourism: Role and Functions of World Tourism Organization (WTO), Pacific Asia Travel Association(PATA) , World Tourism &Travel Council (WTTC) - Ministry of Tourism, Govt. of India, ITDC, FHRAI, IHA, IATA,IATO and others important tourism organizations and Bodies, Transportation systems, Road and Inland Transport infrastructure and mediums, Waterways, Air Travel. Travel agency – Meaning and History, development of travel agency business. Popular Travel Agencies of India, Tour Operator. Difference between travel agency and tour operator. Economic/Social/Environmental effects of tourism, Tourism Carrying Capacity, Tourism impact assessment and sustainable development, Indicator of tourism Conditions.</p>	II

Reference Books/ Text Books:

- * Page, S. *Tourism Management: An Introduction*. Routledge.
- * Weaver, D., &Oppermann, M. *Tourism Management*. John Wiley and Sons.
- * Swarbrooke, J. *Sustainable Tourism Management*. Cabi.

- * Moutinho, L., & Vargas-Sanchez, A. (Eds.). *Strategic Management in Tourism, CABI Tourism Texts*. Cabi.

Cases:

- * **Treks N Rapids: Adventure sports tourism in India**, Reference No: W15521, Authors- Atul Arun Pathak; Sanjeev Varshney (Richard Ivey School of Business -Ivey Publishing)
- * **Incredible India: Evolution of Brand India**, Reference No: W14314-PDF-ENG, Authors- Tripti Ghosh Sharma; Akshay Kumar; Samriddhee Khanna; Aditi Gupta; Karthik Govindarajan; Arpit Agarwal (Harvard Business School-HBS)
- * **Indigo Airlines**: Reference No. W1321, Authors-Arpita Agnihotri; Saurabh Bhattacharya (Richard Ivey School of Business- Ivey Publishing)
- * **Orchid Ecotel- Leveraging Green Hoteling as Core Competency**: Reference No. W11394, Authors- Rama Deshmukh ;Atanu Adhikari (Richard Ivey School of Business -Ivey Publishing)

Focus: This course is focused for Entrepreneurship aligned with CO3

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the essence and importance of tourism and travel industry.
- * Develop an understanding regarding multiple disciplines of Tourism Industry.
- * Identify the role of various governing bodies in the tourism segment
- * Discuss the challenging issues related to the sustainability of tourism and travel business.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PO4/PSO3
CO4	PO5/PSO2

BBHE0106: HOTEL & CATERING MANAGEMENT

Introduction: This course will help the students deal with running a catering business and the various related aspects which are essential to succeed in this field as per industry

Objectives: To enable students learn the management techniques specifically food management
To assist students learn about catering, and beverage management.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Hotel Industry : Introduction, Target Market & intangibility of services, Advantages & Disadvantages of different types of Hotel Ownerships & Automation of Hotels, Hotels organization charts, Hotel's functional areas, Classification of Hotels ,Types of Rooms, Tariff Structure & plans.	22
II	Catering Management: Principles & functions of catering Management, Tools of Catering Management: Levels of Catering Management, Management of Resources available to the Catering Manager: Role of catering establishment in the travel/tourism industry, Types of Food & Beverage operations, Structure of the catering industry - a brief description of each. Kitchen Planning: Kitchen area selection, Space requirement, Policy formulation, setting of equipments, Maintenance; F & B operations, Establishing staffing levels: H.R.D. in Catering Industry; Food production, Housekeeping and Laundry operations, Hygiene and sanitation, Safety and first aid, Food science and nutrition.	23

Reference Books/ Text Books / Cases:

- * Negi, J.M.S. 1990: *Professional Hotel Management*, S. Chand & Company, NewDelhi.
- * Chakravarti, B.K, *Hotel Management*, Aph Publishing, New Delhi
- * David, j, *Textbook of Hotel Management*, Anmol Publications.
- * Singh, Rajender*Hotel and Hospitality Management*, Gyan Books, New Delhi

Focus: This course is focused for Entrepreneurship aligned with C04

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts of hotel management required in the industry.
- * Learn the catering management techniques prevalent in the industry.
- * Identify the basic parameters involved in the planning of hospitality management
- * Identify the practical management skills alongside theoretical business knowledge especially in hotel industry.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PSO4
CO4	PSO1

BBHE0107: LEISURE MANAGEMENT

Introduction: This course on recreation and leisure management would help the students in getting an understanding of the effectiveness of recreation as found in the corporate sector

Objectives: To enable students understand recreational use of natural
To enable students appreciate the principles of natural resource based planning and management

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Foundation for Leisure: Introduction to Recreation and Leisure. Understanding of the nature and scope of leisure & recreation. Sociology of Leisure. Definitions, concepts and assumptions of classical, recent and modern theories of recreation and leisure. History and Philosophy of Leisure</p> <p>Global and Local Contexts of Leisure: Geography, leisure and recreation in Asia perspective. Leisure trend: Popular sport, leisure and recreation. Social, economic and administrative aspects of professional, amateur, commercial and public recreation.</p> <p>Recreation in the Destination :Introduction to Resort and Urban Destinations, Classifying Destinations, Seasonal Delights, Spotlights on Sporting Activities, Snow Holiday Resorts, Golf Resorts, Year Around Play Grounds, Cruise Ships</p>	22
II	<p>Responsibilities in Recreation and Leisure: Understanding of the concept of a profession and professional organizations, and the responsibilities of professionals in leisure and human service agencies. Contemporary professional issues and the trends impacting leisure and human service agencies</p> <p>Management and Marketing of Leisure & Recreation: Exploration of marketing concepts and methods available to public, commercial and private leisure & recreation service organizations. Marketing and its role in the Recreation and Leisure Industry</p> <p>Sponsorship: Growth of sponsorship, types of Sponsorship, planning and evaluating sponsorship programmes,</p> <p>Recreation and Community: Leisure and recreation in modern era. Aging and Leisure Development, the practical aspects of recreation and leisure program development, delivery, and facilitation for all older adults</p>	23

Reference Books/ Text Books / Cases:

- * Hammitt, W.E. & Cole D.N. *Wildland Recreation: Ecology and Management*, 2nd ed. New York: John Wiley & Sons.
- * Ibrahim, I. & K.A. Cordes.. *Outdoor Recreation: Enrichment for a Lifetime*, 3rd ed. Champaign, IL: Sagamore Publishing.
- * Jennings, G. (Ed.). *Water-Based Tourism, Sport, Leisure and Recreation Experiences*. Burlington, MA: Butterworth-Heinemann.
- * Knudson, D.M., T.T. Cable & L. Beck. 2003. *Interpretation of Cultural and Natural Resources*, 2nd ed. New York: Human Kinetics.

Focus: This course is focused for Entrepreneurship aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the fundamental concepts of leisure and recreation
- * Discuss the distinctive segments of leisure and recreation in context to historical and social perspectives
- * Highlight the significance of marketing management in the recreation industry
- * Identify the challenges involved with the multiple segments of leisure and recreational management

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3
CO3	PSO3
CO4	PSO1



BBHE0108: HEALTH & WELLNESS MANAGEMENT

Introduction: This course would develop health knowledge and help in designing and managing an employee wellness program, their health and productivity of employees.

Objectives: To enable students examine the factors involved in lifestyle decisions
To make the students aware regarding health and wellness and latest trends in this regard

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Physical Activity and Wellness: Physical Activity – Concept, Benefits of participation in physical activities with specific reference to health. Wellness – Meaning, Components , Need and Importance, Concepts of Quality of Life and Body Image, Factors affecting Wellness, Wellness Programmes, Health-promoting behaviors; Regular exercise, Balanced Diet, Safety & Health Awareness, Prohibition- Smoking, Alcohol and Drugs.</p> <p>Organization of the Human Body: Role of exercise in health and wellness. Understand the integrative nature of our bodies, minds and spirit, and study the theories and methodologies associated with total wellness.</p>	22
II	<p>Concept of Nutrients and Weight Management:: Nutrition, Balanced Diet, Dietary Aids and Gimmicks, Energy and Activity-Calorie Intake and Expenditure, Energy Balance Equation, Obesity - Concept, Causes, Assessment, Management; Obesity Related Health Problems - Diabetes Mellitus (Type II), Atherosclerosis, Coronary Heart Disease, Stroke and Cancers.</p> <p>Stress Management: Concept and Causes of Stress, Common Stressors, Stress prevention and Good Health; Preventing Stress, Methods of Stress Management – Basic Yogic Methods, Relaxation, through Sports and Recreational Activities, Yoga and meditation as means of stress management.</p> <p>Gym Operations: Evolution of Gym Culture: Establishing a Gym – Location, Policy, Offer of Programmes, Budgeting, Marketing & Public Relations. Qualification and Qualities of Gym Instructors.</p>	23

Reference Books/ Text Books / Cases:

- * Corbin, C. B., G. J. Welk, W. R Corbin, K. A. Welk. *Concepts of Physical Fitness: Active Lifestyle for Wellness*. McGraw Hill, New York, USA.
- * Hoeger, W.W. & S. Hoeger. *Fitness and Wellness*. 7th Ed. Thomson Wadsworth, Boston, USA.
- * Kamlesh, M. L. & Singh, M. K. *Physical Education* (Naveen Publications).
- * Kansal, D.K. *Text book of Applied Measurement, Evaluation & Sports Selection*. Sports & Spiritual Science Publications, New Delhi.
- * Savard, M. and C. Svec. *The Body Shape Solution to Weight Loss and Wellness: The Apples & Pears Approach to Losing Weight, Living Longer, and Feeling Healthier*. Atria Books, Sydney, Australia.

* **Focus: This course is focused for skill development aligned with CO2**

Intended Outcomes: After completion of the course, student will be able to:

- * Understand various strategies adopted by companies for lowering health care costs.
- * Explore manner of developing strategies for achieving higher employee productivity.
- * Comprehend various techniques for increasing the employees' level of physical activity.
- * Understand the tools and technique for reducing stress, absenteeism and turnover.
- *

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3
CO3	PO4/PSO3
CO4	PO6/PSO2



BBHE0205: MANAGING SPECIAL EVENTS

Introduction: The subject aims to create understanding among the students about the details as how to organize the special events

Objectives: To enable students understand concepts related to creating special events and making them aware of the different variables one needs to handle for the betterment of the same.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Event management tradition, Event Leadership:- Planned Events, Models of Global Planned Events, Event Administration, Event Plan: Composing, Developing and Implementing the Event Plan, Event Leadership Through Human Resource and Time Management, Green Events. The New Best Practices in Planned Events, Upcoming Trends in event planning, Special Events : Public Relations, Promotions, and Sponsorships, Online Marketing and Consumer-Generated Media, Social Inclusiveness, Ethics in Event Management Wedding Planning :- Wedding Industry, wedding planner :-need & Job Responsibilities, Wedding budgeting, Significance of Rituals, Wedding Blue Print, Entertainment management in wedding,	22
II	Live Events : Live Show Industry, Planning Live Show, Live Show arrangements, budgeting, Live Show Flow, Understanding technical requirements, Celebrity management in Live Show, Exhibition Management : Requirement of exhibitions, Job Responsibilities of exhibition organizer, Understanding exhibition Customer, Understanding exhibition Flow, exhibition safety. Conference Management: Conference management Industry, Planning conference, Understanding requirement, Corporate Events: planning corporate event, Understanding Customer safety, and Crisis Management plan: Crisis planning, prevention, preparation, provision, action phase. Event Management in a changing world Models of Sustainable Event Leadership, Best Practices and Real World Event Experiences , Corporate Social Responsibility (CSR), Technology and Modern Event Planning	23

Reference Books/ Text Books / Cases:

- * Julia Rutherford Silvers, *Professional Event Coordination*: John Willey & Sons
- * Lynn Van DerWagen& Brenda R. Carlos, *Event Management for Tourism, Cultural, Business and Sporting Events*: Pearson Prentice Hall
- * Avrich, Barry *Event and Entertainment Marketing*: VikasPublishing House New Delhi
- * Dwight W. Catherwood& Richard & L. Van Kirk, *The Complete Guide to Special Event Management*: John Wiley & Sons.

Focus: This course is focused for Entrepreneurship aligned with C02

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the purpose of special events in the organizations globally.
- * Understand and apply techniques and strategies required to plan successful special events.
- * Develop Innovative methods to promote, implement, and conduct special events like wedding, live events, exhibitions and conferences.
- * Understand and apply various crisis management plans for better handling of situation.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3
CO3	PSO3
CO4	PSO1

BBHE0206: EVENT TEAM & CREW MANAGEMENT

Introduction: This course on event team and crew management would help the students in getting in-depth knowledge of range of specialist strategies for managing a team

Objectives: To enable students enhance their skills in leading teams
To assist students how to inspire a team and develop high performance teams.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Overview- Need of an Event, The Event Management Process, Selecting the appropriate Pre-event Research Method, Presentation of Pre-event Research Findings, The Five W's, How to produce consistently effective events, The SWOT analysis. The Nature of Event Teams, History of Team Building, Key Benefit and Drawbacks of Team, Types of Team, Team Formation and Functioning Reason for forming a team, The Event should Fit the Art show or auction, cocktail lecture, craft workshop, how to seminar, community garage sale, sports event,	22
II	Home or garden tour, Decorate shows houses, The Size Of Your Organization, Community standards and Expectations, Forming The Event Team - The core group should comprise the following positions, Committees for Each Chairperson, Event chairperson, Event Check-list, Re-check before Event, Charity Liaison Chair, Public Relations Chair, Mailing List Chair, Donation/Sponsors Chair, Telephone Solicitation Chair, Decorating Chair. Plan, For a year- long Campaign or Major Event Month1, Month2, Month3, Month4, Month5, Month6, One week before the Event, Day of The Event, Within 2 weeks After the Event.	23

Reference Books/ Text Books / Cases:

- * The Secrets of Successful Team Management - Michael A. West (Author) ⓘ
- * Successful Team Management [Paperback] - Nicky Hayes (Author) ⓘ
- * Crew Resource Management, Second Edition by Barbara G. Kanki, Robert L. Helmreich and Jose Anca

Focus: This course is focused for skill development aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Understand about the concept of event and Team management with global perspective .
- * Understand and applying new techniques of collaboration and effectiveness team and event management
- * Understand and display innovative leadership skills needed to effectively manage a crew.
- * Apply various skills learned in bonding with people and managing events.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PO4/PSO4
CO4	PO6/PSO1

BBHE0207: EVENT RESOURCE MANAGEMENT

Introduction: This course would help the students in understanding the process of event planning including the management of people, resources, finances, times and venue to run an event

Objectives: To enable the students understand the principles of managing large events
To assist students concentrate on the element that make event distinctive

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Entertainment: Defining Entertainment, Forms in Entertainment, Reasons and Content of Entertainment, Staging Entertainment, Number of Performers or Acts, Scheduling and Timing, Using the Event Space, Building the Show, Beginnings, Endings, and Segues of an Event Working with Performers: Mind-set, Creature Comforts, Unique Preparations and Performance Needs, Communications	15
II	Décor: Design Theory, Elements of Design, Principles of Design, Categories of décor, Backdrops, Themed Sets, Props, Fabrics and Soft Goods, Banners and Signs, Tension Fabric Structures, People and Other Creatures as Decor, Types of Décor, Setup Considerations for Décor - Prior to the Event and at the Event. Tenting: Why Use a Tent for a Special Event? - Types and Styles of Tents, Determining the Correct Tent Size, Tent Accessories and Options, Tops, Sidewalls, Gutters, Doors, Lighting, Liners, Flooring, Heating, Ventilation, and Air Conditioning, Branding and Marketing	15

Reference Books/ Text Books / Cases:

- * Event Entertainment and Production - Author: Mark Sonder, CSEP - Publisher: Wiley & Sons, Inc. - ISBN: 0-471-26306-0
- * Special Event Production - Doug Matthews - ISBN: 978-0-7506-8523-8
- * The Complete Guide to Successful Event Planning - Shannon Kilkenny
- * Human Resource Management for Events - Lynn Van der Wagen (Author)

Focus: This course is focused for Entrepreneurship aligned with CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Understanding elemental issues in principles of managing large events.
- * Understand and display innovative approach towards theme-related concepts.
- * Use different resources creatively to enhance the theme of an event.
- * Identify and apply miscellaneous technical and IT resources in event management..

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PSO4
CO4	PSO1

BBHE0208: EVENT HOSPITALITY& MEDIA MANAGEMENT

Introduction: The course will introduce the students to the nuances of hospitality and media management in the field of event management and how the same are utilized by firms

Objectives: To enable the students understand the applications of hospitality
To assist students appreciate media management in the field of event management.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Hospitality; concept and definitions, relationship between event and hospitality, Role of media in managing an event, promoting an event through mass media, Leisure management; concept and importance in an event. Destination tourism and events; concept and practices. Mass media communication, role of mass media in an event, Marketing an event through social media.	22
II	Feedback management through media, Different channels of media and their role in an event. Managing Disaster through media. Role of electronic media in promoting an event, Management of Print Media Organization for a successful event ,Organizational Patterns of a Print Media, Types of print ownership pattern in India, Advertising, Circulation & Printing	23

Reference Books/ Text Books / Cases:

- * *Event Management, an Integrated & Practical Approach* By Razaq Raj, Paul Walters & Tahir Rashid
- * John Vernon Pavlik, *New Media Technology* Allyn & Bacon
- * Walker, J R..*Introduction to Hospitality*. United States: Prentice Hall
- * Chon, K. & Sparrowe, R T. *Welcome to Hospitality an Introduction*. United States: Thomson Learning
- * George Torkildsen *Leisure and Recreation Management, Fourth Edition*, E&FN Spon, London

Focus: This course is focused for skill development aligned with C01

Intended Outcomes: After completion of the course, student will be able to:

- * Analyze relationship between hospitality and media management.
- * Identify and understand the various principles and practices of hospitality management into event management.
- * Identify and implement innovative role of media in promoting an event or product
- * Understand and utilize the key importance of media management in the field of event management.

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2



GLA
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Established in 1973, Affiliated to GGS Indraprastha, Delhi

Course Curriculum

[Bachelor of Business Administration (Honours) –BBA (H)]

CO2	PO3/PSO3
CO3	PO4/PSO3
CO4	PO7/PSO1

BBHC0810: DEVELOPING COMPETITIVE EDGE-VI

Introduction: This course has been designed to prepare students for quantitative and reasoning ability as they help a person in decision making in life and in education in particular.

Objectives: To help students develop the skill of simplifying their calculations
To help students to recognize pattern in form of numbers & alphabets and deduce logic

Credits: 02

Semester VI

L-T-P :0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p><u>Quantitative Aptitude:</u> <u>Simplification & Approximation:</u> Simplification using VBODMAS Rule, Simplification based on Decimals, Simplification of Continued Fractions, Simplification of the expression based on Algebraic Formulae and Identities, Simplification of statement based Question. <u>Reasoning Ability:</u> <u>CUBES:</u> Cutting of Cubes, Painting of Sides of Cubes, Counting cubes of identical colour faces <u>Trigonometry:</u> Defining Trigonometric Ratios with their properties, Question based on Circular Measure of angles (Radian & Degree Measure), Questions based on angle of elevation, Questions based on angle of depression.</p>	22
II	<p><u>Quantitative Aptitude:</u> <u>Alphabet and Number Series:</u> Problems related to Sequencing of Alphabets, Finding out Next or Previous number in Series. <u>Power Indices and Surds:</u> Defining of Surds, Finding out largest and smallest value of indices, Rationalizing of Surds, Questions based on Positive and Negative Exponent. <u>Inequalities:</u> Defining of Inequalities, Solving multivariable equations and Inequalities. <u>Reasoning Ability:</u> <u>Logical Connectives:</u> Defining different types of logical Connectives and Solving Different types of problem relating with these connectives.</p>	23

Reference Books/ Text Books / Cases:

- * How to prepare for Quantitative Aptitude Test for CAT , by Arun Sharma, Fifth edition, T.M.H publication
- * How to prepare for Logical Reasoning Test for CAT , by Arun Sharma, Fourth/Fifth edition, T.M.H publication
- * How to Crack Test of Reasoning: In All Competitive Exam , by Jaikishan and Premkishan, Arihant publication
- * How to prepare for Verbal & Non-Verbal Reasoning by Disha Publication
- * Quantitative Aptitude by R.S Aggarwal for Bank P.O/I.B.P.S P.O/A.A.O / Railways , S. Chand publication
- * Quantitative Aptitude for Competitive Examination by AbhijitGuha

Focus: This course is focused for Employability aligned with CO4

Intended Outcomes: After completion of the course, student will be able to:

- * Discuss the logical and visualizing ability towards various problems
- * Increase their ability to recognize patterns in various situations
- * Prepare and face various competitive examinations.
- * Understand implication of reasoning ability to solve day to day problems

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO2
CO2	PO3/PSO3
CO3	PO4/PSO4
CO4	PO6/PSO1



BBHC0811: MANAGERIAL APTITUDE-VI

Introduction: The course would duly reflect the advancements achieved by the students and take them to the next level thereby helping them to realize how well they know themselves.

Objectives: To enable the students handle stress better as well as manage their time
To make the students realize the significance of having improved writing and related skills

Credits: 02

Semester VI

L-T-P :0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Grammar and Word Power Improving Exercises Enabling the students towards improving their grammar and vocabulary with the help of related exercises</p> <p>Stress Management To be done with the help of such classroom exercises which would help students deal with stress in a better manner</p> <p>Learning About Leadership To be achieved through videos, ppts, discussions and interactions, in the process learning about such terms as situational leadership</p> <p>Time Management To ensure better performance of students in such exercises as group discussion and personal interview. To be done with the help of demo sessions</p>	22
II	<p>Getting More Out of News (Print and Other Modes) Helping the students to read between the lines as far as news is concerned which is aired on TV, printed and found on other modes</p> <p>Getting the Best Out of Simulated Situations With the help of classroom participation, students to be made aware of how simulation could be used for better understanding</p> <p>Discussion on Current Financial Issues Develop understanding on the current financial issues with a special mention to the union budget</p> <p>Effective Writing Skills Facilitating such sessions which would enrich students' writing skills and utilize the same under various circumstances</p> <p>Improved Speaking and Comprehending Abilities Practicing such exercises in the classroom situation wherein the students would be able to speak better and understand how to handle various situations</p>	23

Reference Books/ Text Books / Cases:

- * Bass, B. M., & Riggio, R. E. *Transformational leadership*. Psychology Press.
- * Hicks, T., & Caroline, M. *A guide to managing workplace stress*. Universal-Publishers.
- * Lawndes, L., *How to Talk to Anyone*, New York, McGraw Hill Education
- * Lewis, N, *Word Power Made Easy*. New York, Pocket Books
- * Patodi, B, Choudhary, A, *Verbal Ability & Comprehension for CAT/ XAT/ IIFT/ CMAT/ MAT/ Bank PO/ SSC* New Delhi, Disha Publication

- * Ruben, B. D. *Simulations, games, and experience-based learning: The quest for a new paradigm for teaching and learning. Simulation & Gaming*

* **Focus: This course is focused for skill development aligned with CO1**

Intended Outcomes: After completion of the course, student will be able to:

- * Analyze news with regard to using it for their enhanced self
- * Learn how to Write, speak and comprehend well under different circumstances
- * Enhance ability to use time management techniques
- * Improved vocabulary and usage of grammar

Mapping of Course Outcomes (Cos) with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO3/PSO2
CO3	PO5/PSO3
CO4	PO6/PSO1



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OF
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GLOBAL ACCOUNTING
IN ASSOCIATION WITH CIMA
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I, II, III YEAR
(SESSION 2020-21)



First Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BCCC0001	Principle and Practices of Accounting	CORE	3	1	0	4	5
2	BCCC0002	Principles of Marketing	CORE	4	0	0	4	4
3	BCCC0003	Business Economics and Commercial Knowledge	CORE	4	0	0	4	4
4	BCCC0004	Fundamentals of Management Accounting	CORE	3	1	0	4	5
5	BBAC0015	Fundamentals of Computers and Data Handling	AECC	2	0	0	2	2
6	BCCC0800	Practical on Computer Application in Commerce	SEC	0	0	4	2	4
7	BCCC0801	Commercial Aptitude – I	SEC	0	0	4	2	4
		Total					22	28

Second Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BCCC0005	Advanced Financial Accounting	CORE	3	1	0	4	5
2	BBHC0001	Essentials of Management	CORE	4	0	0	4	4
3	BMAS0251	Commercial Statistics	CORE	3	1	0	4	5
4	BBA00103	Commercial Aspects of Information Technology	GE	4	0	0	4	4
	BBA00104	Essentials of E-Commerce						
5	BCHS0102	Environmental Studies	AECC	2	0	0	2	2
6	BCCC0802	Accounting using Tally	SEC	0	0	4	2	4
7	BCCC0803	Commercial Aptitude – II	SEC	0	0	4	2	4
		Total					22	28



Third Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BCCC0006	Fundamentals of Auditing	CORE	3	1	0	4	5
2	BCCC0007	Income Tax & Practices	CORE	3	1	0	4	5
3	BBAC0008	Business Communication	CORE	4	0	0	4	4
4	BCCC0008	Advanced Management Accounting	CORE	4	0	0	4	4
5	BALO0109	Business Laws	GE	4	0	0	4	4
	BALO0103	Patent and Copyright Law						
6	BELO1010	Business Ethics & Values	GE	4	0	0	4	4
	BELO0011	Remedial English						
7	BCCC0804	Commercial Aptitude – III	SEC	0	0	4	2	4
		Total					26	30

Fourth Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BBAC0009	Fundamentals of Banking & Insurance	CORE	4	0	0	4	4
2	BCCC0009	Indirect Taxation	CORE	3	1	0	4	5
3	BCCC0010	Introduction of Behaviourial Finance	CORE	3	1	0	4	5
4	BFBC0011	Fundamentals of Business Analytics	CORE	4	0	0	4	4
5	BCMC0013	Research Methodology for Business	CORE	4	0	0	4	4
6	BALO0107	Company Law and Secretarial Practices	GE	4	0	0	4	4
	BALO1108	Consumer Protection Laws						
7	BCCC0805	Commercial Aptitude – IV	SEC	0	0	4	2	4
		Total					26	30



Fifth Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BCCC0011	Company Accounts and Practices- I	CORE	3	1	0	4	5
2	BCCC0012	Financial Reporting and Taxation	CORE	3	1	0	4	5
3		Specialization Elective 1 (Group A)	DSE	4	0	0	4	4
4		Specialization Elective 2 (Group A)	DSE	4	0	0	4	4
5		Specialization Elective 1 (Group B)	DSE	4	0	0	4	4
6		Specialization Elective 2 (Group B)	DSE	4	0	0	4	4
7	BCCC0806	Commercial Aptitude – V	SEC	0	0	4	2	4
8	BCCJ0961	Project Report & Presentation	DIE/ PROJ	0	0	0	3	-
		Total					29	30

Sixth Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BCCC0013	Company Accounts and Practices- II	CORE	3	1	0	4	5
2	BCMC0016	Management of Working Capital	CORE	3	1	0	4	5
3		Specialization Elective 3 (Group A)	DSE	4	0	0	4	4
4		Specialization Elective 4 (Group A)	DSE	4	0	0	4	4
5		Specialization Elective 3 (Group B)	DSE	4	0	0	4	4
6		Specialization Elective 4 (Group B)	DSE	4	0	0	4	4
7	BCCC0807	Commercial Aptitude – VI	SEC	0	0	4	2	4
8	BCCJ0962	Comprehensive Viva	DIE/ PROJ	0	0	0	3	-
		Total					29	30

ELECTIVES - Fifth Semester

S. No.	Code	Subject	Cat	L	T	P	C
GROUP 1: AUDITING							
1	BCCE0101	Audit & Assurance	DSE	4	0	0	4
2	BCCE0102	Financial Audit	DSE	4	0	0	4
3	BCCE0103	Cost & Management Audit	DSE	4	0	0	4
4	BCCE0104	Drafting, Appearances and Pleadings	DSE	4	0	0	4
GROUP 2: STOCK MARKET OPERATIONS							
5	BBAE0305	Investment Management	DSE	4	0	0	4
6	BCCE0201	Capital Markets & Securities Laws	DSE	4	0	0	4
7	BCCE0202	Financial Services	DSE	4	0	0	4
8	BCCE0203	Corporate Restructuring, Valuation and Insolvency	DSE	4	0	0	4
GROUP 3: LAWS							
9	BALO0102	Intellectual Property Laws	DSE	4	0	0	4
10	BALO0113	Property Laws	DSE	4	0	0	4
11	BALO0115	Administrative Laws	DSE	4	0	0	4
12	BALO0112	Environmental Laws	DSE	4	0	0	4
GROUP 4: BEHAVIOURIAL FINANCE							
13	BCCE0401	Production, Operations & Decision Sciences	DSE	4	0	0	4
14	BCCE0402	Economics for Finance	DSE	4	0	0	4
15	BCCE0403	Global Development in Finance	DSE	4	0	0	4
16	BCCE0404	Organisational Behaviour and Analysis	DSE	4	0	0	4
GROUP 5: BANKING AND INSURANCE							
17	BCCE0501	Banking theory & Practice	DSE	4	0	0	4
18	BBAE0405	Principles and Practices of General Insurance	DSE	4	0	0	4
19	BCCE0502	Money Banking & Finance	DSE	4	0	0	4
20	BBAE0403	Insurance Laws and Environment	DSE	4	0	0	4
GROUP 6: BUSINESS ANALYTICS							
21	BCCE0601	Entrepreneurial Development	DSE	4	0	0	4
22	BCCE0602	Operations Management	DSE	4	0	0	4
23	BCCE0603	Business Modeling	DSE	4	0	0	4
24	BCCE0604	Data Management	DSE	4	0	0	4
GROUP 7: ACCOUNTING AND FINANCE							
25	BBAC0011	Financial Management	DSE	4	0	0	4
26	BCME0305	E-Commerce	DSE	4	0	0	4
27	BCCE1701	Financial Strategy	DSE	4	0	0	4
28	BCMC0015	Cost Accounting	DSE	4	0	0	4
GROUP 8: INTERNATIONAL BUSINESS							
29	BBAE0301	International Financial Management	DSE	4	0	0	4
30	BCME0302	Mergers and Acquisitions	DSE	4	0	0	4
31	BCCE0801	Competition & Globalisations	DSE	4	0	0	4
32	BCCE0802	International Business Economics	DSE	4	0	0	4



ELECTIVES - Sixth Semester

S. No.	Code	Subject	Cat	L	T	P	C
GROUP 1: AUDITING							
1	BCCE0105	Secretarial Audit, Compliance Management and Due Diligence	DSE	4	0	0	4
2	BCCE0106	Information Technology & Systems Audit	DSE	4	0	0	4
3	BCCE0107	Corporate Audit & Reporting	DSE	4	0	0	4
4	BCCE0108	Advanced Auditing	DSE	4	0	0	4
GROUP 2: STOCK MARKET OPERATION							
5	BCCE0204	Commodity and Money Market	DSE	4	0	0	4
6	BCME0105	Security Analysis and Portfolio Management	DSE	4	0	0	4
7	BCCE0206	Risk Management	DSE	4	0	0	4
8	BCCE0207	Financial, Treasury and Forex Management	DSE	4	0	0	4
GROUP 3: LAWS							
9	BALO0116	Commercial Laws and Economic Legislation	DSE	4	0	0	4
10	BALO1117	Industrial Laws	DSE	4	0	0	4
11	BALO0118	Corporate Governance and Laws	DSE	4	0	0	4
12	BALO0114	Family Laws	DSE	4	0	0	4
GROUP 4: BEHAVIOURIAL FINANCE							
13	BCCE0405	Enterprise Information systems	DSE	4	0	0	4
14	BCCE0406	Behaviourial Decision Theory	DSE	4	0	0	4
15	BCCE0407	Financial Planning, Analysis and Control	DSE	4	0	0	4
16	BCCE0408	Behaviourial Portfolio Theory	DSE	4	0	0	4
GROUP 5: BANKING AND INSURANCE							
17	BCCE0503	Social Banking & Micro Finance	DSE	4	0	0	4
18	BBAE1302	Management of Financial Institutions & Services	DSE	4	0	0	4
19	BCCE0504	Investment Banking	DSE	4	0	0	4
20	BBAE0408	Management of Commercial Bank	DSE	4	0	0	4
GROUP 6: BUSINESS ANALYTICS							
21	BCCE0605	Supply Chain Analytics	DSE	4	0	0	4
22	BCCE0606	Corporate Social Responsibility & Sustainability	DSE	4	0	0	4
23	BCCE0607	Data Visualizations	DSE	4	0	0	4
24	BCCE0608	Predictive Analytics	DSE	4	0	0	4
GROUP 7: ACCOUNTING AND FINANCE							
25	BCCE0702	Global Financial Reporting Standards	DSE	4	0	0	4
26	BCCE0703	Advanced Financial Management	DSE	4	0	0	4
27	BCCE0704	Strategic Decision Making	DSE	4	0	0	4
28	BCCE0705	Strategic Cost Management	DSE	4	0	0	4
GROUP 8: INTERNATIONAL BUSINESS							
29	BCCE0803	International Taxation	DSE	4	0	0	4
30	BCCE0804	Cross Cultural Management	DSE	4	0	0	4
31	BCME0405	International Ethical and Legal Issues	DSE	4	0	0	4
32	BCCE0805	International Financial Reporting	DSE	4	0	0	4



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DETAILED SYLLABUS

(UNDER CBCS)

OF

BACHELOR OF COMMERCE (HONS.)

GLOBAL ACCOUNTING

IN ASSOCIATION WITH CIMA

[B. COM. {H} GLOBAL ACCOUNTING - CIMA]

BCCC0001: PRINCIPLES AND PRACTICES OF ACCOUNTING

Introduction: This course is designed to help students appreciate the importance of financial accounting in the workplace and how to use it effectively

Objectives: To enable the students with regard to the posting of transactions to the ledger and the preparation of final accounts with adjustments

Credits: 04

Semester I

L-T-P: 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Theoretical framework Accounting as an information system- MEANING, Advantages, Limitations of accounting, branches of accountancy, users of accounting information. Distinction between accounting, accountancy and book keeping, Accounting Cycle. Accounting Standards - (AS1-AS34) Brief introduction about ICAI, GAAP, IFRS Accounting principles - concepts and conventions JOURNAL - meaning, Recording of business transactions - numerical problems SUBSIDIARY BOOKS - cash book, purchase book ,purchase return book, sales book, sales return book, B/R book, B/P book, journal proper, debit note , credit note Ledger - meaning, importance, posting transactions to ledger and numerical problems. Trial balance - meaning, errors revealed and not revealed by trial balance, preparation and correction of trail balance, numerical problems	22
II	Rectification of errors - classification of errors. location of errors, numerical problems, suspense account Bank reconciliation statement : balance as per cash book and pass book Capital and revenues : classification of income, expenditure, receipts Preparation of final accounts : manufacturing account, trading and P/L account balance sheet with adjustment (AS 4) Final accounts for sole proprietorship. Reserves and Provisions Depreciation accounting(AS6) - meaning, causes of depreciation, different methods of calculating depreciation - numerical problems on written down method, straight line method and depreciation fund method.	23

Reference Books/ Text Books / Cases:

- * Grewal, T.S. Introduction to Accountancy. New Delhi: S. Chand & Co.
- * Maheshwari S. N. & Maheshwari S. K. Advanced Accountancy Vol. I, Noida: Vikash Publishing House Pvt. Ltd.
- * Sehgal, A. & Sehgal, D. Advanced Accountancy Vol. I. New Delhi: Taxman Publication.
- * Shukla, M. C., Grewal, T. S. and Gupta, S. C. Advanced Accounts. New Delhi: S. Chand & Co.
- * Tulsian, P. C. Financial Accounting. New Delhi: Pearson Education



- * Grewal, T.S. Introduction to Accountancy. New Delhi: S. Chand & Co

Focus: This course focus on Entrepreneurship aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * *Remember accounting key roles and its importance in today's business world.*
- * *Understand the main concepts and principles of Accounting.*
- * *Relate the theoretical learning and will develop their knowledge in other areas of accounting and applicable in professional life*
- * *Show how to be Master in preparing final accounts and ledger files.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3, PO4/PSO2, PSO3
CO3	PO4/PSO4
CO4	PO5, PO6/PSO3

BCCC0002: PRINCIPLES OF MARKETING

Introduction: This course on principles of marketing has been designed to give insights into the subject so as to prepare the students about the various concepts related to it.

Objective: To enable the students get insights into the fundamentals of marketing as well as the significance of 4 Ps and consumer behavior in the success of any organization

Credits: 04

Semester I

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: core concepts, scope, & functions of marketing; Evolution of marketing concepts; Selling Vs Marketing. Classification of Market. Marketing environment, Market segmentation, Targeting & Positioning. Overview of Marketing Mix.</p> <p>Product: Meaning, Product classifications; Concept of product mix; Branding, packaging and labeling; Product life-cycle.</p> <p>Pricing: Significance. Factors affecting price of a product. Pricing policies and strategies.</p> <p>Promotion: Significance; elements of promotion mix, factors affecting promotion mix decisions;</p> <p>Distribution: Channels of distribution: meaning, importance & functions; Types of distribution channels; Factors affecting choice of distribution channel.</p>	22
II	<p>Consumer Behavior: Concept, significance, consumer buying process, factors influencing consumer buying decisions.</p> <p>Customer Relationship Management: Meaning & Significance of CRM, Features of Effective CRM, Difficulties in CRM.</p> <p>Consumerism: Meaning and Definition of Consumerism, Consumer Movement and Marketing</p> <p>Modern Concepts in Marketing: Introduction to Green Marketing, e-Marketing, International Marketing, Rural Marketing, Retail Marketing.</p>	23

Reference Books/ Text Books / Cases:

- * Etzel, M. J., Walker, B. J. & Stanton, W. J. Fundamentals of Marketing. New Delhi: Tata McGraw Hill.
- * Gopal, V. Marketing Management. New Delhi; Sage Publication.
- * Kotler, P. Principles of Marketing. New Delhi: Prentice Hall of India.
- * Kumar, A., & Meenakshi, N. Marketing Management. New Delhi: Vikas Publishing House Pvt. Ltd.
- * Ramaswamy, V.S., Namakumari, S. Marketing Management: Global Perspective Indian Context, Macmillan Publishers India.

Focus: This course focus on Entrepreneurship aligned with CO2

Intended Outcomes: By the end of the session, student will be able to:

- * Comprehend the basics of marketing management.
- * Develop the knowledge of marketing mix elements and how they influence an organization
- * Comprehend the customer behavior.
- * Learn the modern marketing concepts.



Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3, PO4/PSO2, PSO3
CO3	PO4/PSO4
CO4	PO6/PSO2



BCCC0003: BUSINESS ECONOMICS AND COMMERCIAL KNOWLEDGE

Introduction: This course will illustrate how business economic concepts can be applied to various problems as encountered in running a business.

Objective: To enable the students understand the basic principles of business economics with the help of various analyses such as demand and cost.

Credits: 04

Semester I

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Business Economics: Nature, Scope, Definitions of Business Economics, Difference between Business Economics and economics, Contribution and Application of Business Economics to Business, Basic concepts of Business Economics.</p> <p>Consumer Theory: Cardinal Utility Approach: Diminishing Marginal Utility, Law of Equi-Marginal Utility, Ordinal Utility Approach: Indifference curves, Marginal Rate of Substitution.</p> <p>Demand Analysis: Theory of Demand, Law of Demand, Concept of Measurement of Elasticity of demand, Factors Affecting Measurement Elasticity of Demand, Movement along Vs. Shift in Demand Curve, Concept of Measurement of Elasticity of Demand, Factors Affecting Elasticity of Demand, Income Elasticity of Demand, Cross Elasticity of Demand, Advertising Elasticity of Demand and Expectation Elasticity of Demand. Demand Forecasting: Need, Objectives and Methods (Brief).</p>	23
II	<p>Cost Analysis: Concept of Cost, Cost Function, Short Run Cost, Long Run Cost, Explicit Cost and Implicit Cost, Private and Social Cost, Fixed Cost & Variable Cost, Economies and Diseconomies of Scale.</p> <p>Market Structure & Price Output Decisions: Perfect Competition: Features, Determination of Price & Output in Short Run & Long Run.</p> <p>Monopoly: Features, Determination of Price & Output in Short Run & Long Run, Concept of Price Discrimination. Monopolistic Competition: Features, Determination of Price & Output in Short Run & Long Run.</p> <p>Oligopoly: Features, Determination of Price & Output in Short Run & Long Run, Important Theory of Oligopoly.</p>	22

Reference Books/ Text Books / Cases:

- * Geetika, Piyali Ghosh, Purba Roy Choudhary, Managerial Economics, New Delhi: Tata McGraw Hill.
- * Dwivedi D.N., Essentials of Business Economics, New Delhi: Vikas Publishing House.
- * Dransfield Rob, Business Economics, New York: Roulledge Publication.
- * Ahuja H.L., Business Economics, New Delhi: S. Chand.

Focus: This course focus on Entrepreneurship aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * How the concepts relevant for taking prudent business decisions.

- * Demonstrate the necessary skills to analyze certain economics aspects.
- * Outline the concepts of market structures and factor pricing.
- * Show the optimal resource allocation concept in real business scenarios.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3, PO4/PSO2, PSO3
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCC0004: FUNDAMENTALS OF MANAGEMENT ACCOUNTING

Introduction: This course has been designed to enable the students to understand the calculation of ratios and their analyses with regard to preparation of budget.

Objective: To enable students in terms of preparing analyses reports thus facilitating better decision making on their part for the organization.

Credits: 04

Semester I

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Management Accounting: The Global Management Accounting Principles, Management Information: Financial & Non-Financial Information, The Purpose of Management Accounting, Financial Accounting, The Management Accountant its role, The Positioning of Management Accounting Within the Organization, The Role of Chartered Institute of Management Accountants (CIMA) as a Professional body towards its members, students and society, CIMA Code of Ethics, Characteristics of Good Information, Organizational Structure</p> <p>Importance of Understanding Costs: Cost Terms, Classification of Costs (Direct cost, indirect cost, variable, semi variable, stepped and fixed cost), Composite Cost, Relevant Costs and irrelevant costs for decision, identify Cost Behavior using High-Low Method, Scatter Graph (Line Of Best Fit) Method, Regression Analysis, Correlation, Correlation Coefficient, The Coefficient Of Determination, Predicting Costs, Problems With Using Historical Data To Predict the Future.</p> <p>Overhead Analysis: Introduction to Overheads, Types of Overhead, Absorption Costing, Overhead Allocation and Apportionment, Absorption of Overheads into Saleable Costs Units, Reciprocal Servicing, The Equation Method, Predetermined Overheads Absorption Rates, Under or Over absorbed overheads, Practice in Dealing with Algebraic Equation.</p> <p>Marginal and Absorption Costing: Marginal Costing, Absorption Costing, Its Profits, Reconciling Marginal and Absorption Costing Profits, profit mark up and profit margin, Comparing Absorption and Marginal</p>	22

	<p>Costing, treatment of direct and indirect costs in marginal costing, The use of Costing Information(marginal cost pricing and full cost pricing) in Pricing Decisions</p> <p>Planning and Budgetary Control: Budgeting for planning and control, Levels of Budgeting, The Budget Process, Functional Budgets and the Master Budget, Cash Budget, Sales budget, Production budget, Material usage and Material purchase budget, Imposed budget, bottom up budget, Participative Budget, ZBB, Approaches to Budgeting, Budgetary Control, Fixed and Flexible Budgets, Reconciling Actual Contribution with budgeted Contribution.</p> <p>Standard Costing and Variance Analysis--is: Principles of standard costing, Standard Cost Card, Types of Standards, Standard Costing in the Modern Business Environment, Variance Analysis(Material, Labour, Overhead) Variances Working Backwards, Reconciling Actual Contribution with Budgeted Contribution, Sales Price Variance and sales volume variance, Interpreting Variances.</p>	
II	<p>Performance Measurement: Financial Performance Measures, Problems with Using Only Financial Performance Indicators, Non-Financial Performance Measures, Advantages and Disadvantages of Non-Financial Performance Indicators, The Balanced Scorecard, Performance measurement Ratios, Performance Measurement in Service Industries, responsibility accounting, Types of Cost Centre, Job Costing and Batch Costing</p> <p>Integrated Accounting Systems: Integration of Cost accounting with Financial accounting, manufacturing accounts and manufacturing overhead control account, Accounting For The Cost of Labour, Accounting Entry, Accounting For Under or Over Absorbed Overheads, Recording Variances in The Ledger Accounts, preparation of appropriate accounts for Job and Batch Costing.</p> <p>Management Reporting: Costing Systems, Preparing Reports For a Range of Organization, Reports in Manufacturing Organization, Reports in a Service Organization, and Reports in a Not-For-Profit Organization.</p> <p>Introduction to Risk and Uncertainty: Concepts of risk and uncertainty, Tabulating Data- Tallying, Tabulating Data- Grouped Distributions, Tabulating Data- Cumulative Frequency Distributions, Charts and Diagrams- Pie Charts, Bar Charts, Charts and Diagrams- Histograms and Ogives, Averaging Data-The Arithmetic Mean, Averaging Data-The Median Averaging Data-The Mode, Measures of Spread-The Range, Measures of Spread- The Standard Deviation and Variance, Measures of Spread-The Coefficient of Variation.</p> <p>Probabilities in Decision Making: Definitions of Probability, Simple Probabilities, Expected Values, Probability Decision Trees, Joint Probabilities, Normal Distribution, Further Discussion On Risk, Limitations of expected values.</p> <p>Short Term and Long Term Decision Making: Pricing Decisions a For a One-off Product or Job, Breakeven Analysis, Breakeven Point, The Margin of Safety, The Contribution to Sales (C/S) Ratio, Sales Required For a Target Profit, Breakeven Charts, The Limitations of Breakeven (or CVP) Analysis, Limiting Factors Analysis, Make or Buy Decisions, Capital Investment Process, The Time Value of Money, Interest Rate calculations, Annuities and Perpetuities, Changing Discount Rates. Calculate the Payback, Internal Rate of Return (IRR) and Net Present Value (NPV) for a project.</p>	23

Reference Books/ Text Books / Cases:

- * CIMA Study Text BA2 Fundamentals of Management Accounting; Kaplan Publishing – UK
- * Jawahar Lal. Management Accounting, Text, Problems and Cases. S. Chand
- * Kaplan, R.S., Advanced Management Accounting, Prentice Hall, New Delhi.
- * S. Mark Young, Anthony A. Atkinson, Rajiv D. Banker, and Robert S. Kaplan, Advanced Management Accounting, 3rd Ed., Pearson Education.
- * Maurice L. Hirsch, Advanced Management Accounting, Cengage Learning EMEA.
- * Vashist & Saxena Cost and Management Accounting. Sultan Chand & Sons. New Delhi

Focus: This course focus on Skill Development aligned with CO4

Intended Outcomes: After completion of the course, student will be able to:

- * *Define the costing data for planning, control and decision making.*
- * *Understand the various tools of management accounting.*
- * *Explain Manage and control the performance of organizational unit.*
- * *Analyze the risk and control.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3, PO4/PSO2, PSO3
CO3	PO4/PSO4
CO4	PO6/PSO4

BBAC0015: FUNDAMENTAL OF COMPUTERS AND DATA HANDLING

Introduction: This would ensure that the students get real-time insights into the fundamentals of computers as business tools and how to handle data.

Objective: To make students acquainted with handling of the computers with regard to day-to-day learning. Also, it would enhance their data-related abilities.

Credits: 02

Semester I

L-T-P : 2-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Meaning, Characteristics, Classification & Generations. Application of Computers in Modern Society. Computer architecture. Storage Devices: Primary & Secondary Storage devices, Hardware & Software: Meaning, Difference between system software and application software. Operating System: Meaning, Functions and Types of Operating Systems.	12

II	Programming Languages: Machine Language, Assembly Language & High level Language. Virus and Worms: Meaning & Types of virus. Concept of Internet of Things(IoT)- Application and its use. Internet & Browsing: Meaning, Concept, ISP, Uses of Internet. Networks: Objectives, Network Topologies and its types, Cloud Computing: Advantage of Cloud Computing, Application and scope of cloud computing.	12
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Reference Books/ Text Books / Cases:

- * Jain, P., & Arora, S. Window based computer courses. Jalandhar: S. Vikas & Co.
- * Norton, P. Introduction to computers. New Delhi: Tata McGraw Hill.
- * Sinha, P. K., & Sinha, P. Computer fundamentals. New Delhi: BPB Publications.
- * Singh, V. Simplified MS-Office 2007. New Delhi: Computech Publications Ltd.

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand computers and related terms such as operating systems*
- * *Discuss computer-related aspects such as hardware and software*
- * *Describe the origin, advancement and function of internet*
- * *Explain the concept of storage devices and Cloud computing*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2, PSO3
CO3	PO4/PSO4
CO4	PO6/PSO4

BCCC0800: PRACTICAL ON COMPUTER APPLICATION IN COMMERCE

Introduction: *This practical course will bridge the gaps which exist between traditional manual accounting and modern computerized system of commerce*

Objective: *To enable the students to take decisions as per the current business scenario and contemporary requirements with the help of computers.*

Credits: 02

Semester I

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>MS- Windows: Windows Concepts, features, windows structure, desktop, taskbar, start menu, my computer, recycle bin, restore files from recycle bin, Managing Files, Folders, Renaming Files and Folders, Creating New Folders, Searching Files and Folders, Renaming, deleting files and folders Copying and Moving Files and Folders from one drive to another. Features of latest windows operating systems and networking (Installation, backup, security and user control)</p> <p>Window Accessories: Virtual keyboard, Calculator- Standard and Scientific, Notepad, Paint and its various tools, WordPad, Character Map.</p> <p>Internet & e-Mail: Creating E-mail address, Sending and Receiving E-mail, attaching files along with mail, zipping of files.</p>	22
II	<p>MS-Word: working with word document; creating, menus and commands; Toolbars & Button; Inserting, filling and formatting a table, Mail Merge including linking with Access Database, Creating Macros - Sending E-mail from Word Import / Export of files Converting Word Document to Web Document, PDF files Hyperlinks; OLE Security features in MS-Word - Protection of Documents - Password for Documents - Checking for viruses in macros, referencing, creating bibliography, manage sources and citations, review documents. MS-Power Point: Creating new presentations; working with Presentation; Using Templates and Wizards; Slides; Handouts; Speaker's Notes - Outlines - Media Clips - Charts – Graphs, Adding the Transitions to the Slide Show - Special effects in detail, - Setting Slide timings.</p> <p>MS-Excel in Accounting: Creating a work book, Rearranging Worksheet, Organizing Charts and graphs, Ranges and Functions & Formulae: Mathematical, Statistical Financial Functions such as NPV (Net present value), Future value, IRR (Internal Rate of Return), EMI (Equated Monthly Installments, Compounding Yearly, periodic and monthly) - Auto Calculate Using Names in a Formula, Formula Editing, Macros, Consolidation of Data & Data Analysis - Sorting List, Filter & More Filtering Techniques - Consolidate data in multiple worksheets - What-if analysis, Goal Seek Scenario Manager, Solver, Lookup Function - Sub Totals, Statistical Analysis; Data Validation & Protection - Create a dropdown list from a range of cells - Apply data validation to cells - Copy data validation setting, remove data validation - Find cell that have data validation, protect cell data, using password to protect sheet and workbook. - Use validation to create dependent list; Pivot table Reports & Pivot Chart Reports.</p>	23



Reference Books/ Text Books / Cases:

- * Jain, P., & Arora, S. Window based computer courses. Jalandhar: S. Vikas & Co.
- * Norton, P. Introduction to computers. New Delhi: Tata McGraw Hill.
- * Singh, V. Simplified MS-Office 2007. New Delhi: Computech Publications Ltd.
- * Boockholdt, J.L. Accounting Information System: Transaction Processing and Control, Irwin Mcraw-Hill.
- * Bharihoka, Deepak, Fundamentals of Information Technology, Excel Book.

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Appreciate the role played by computers in business.*
- * *Comprehend the use of MS-Office package.*
- * *Put into better use the internet and e-mail on a daily basis*
- * *Prepare reports, database and presentations on computers.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2, PSO3
CO3	PO5/PSO4
CO4	PO6/PSO2



Introduction: This course has been designed keeping in mind the requirements of those students who intend to pursue higher education in management and excel in other fields.

Objective: To help the students understand about the various competitive exams of management and how to prepare for the same and provide them understanding on techniques.

Credits: 02

Semester I

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p><u>Quantitative Aptitude:</u> Speed Mathematics: Short and effective techniques for basic calculation, Vedic math tricks. Average: Concept of average, weighted average, deviation method, other ways of finding average, application of average in other topics. Ratios: Defining Ratios, Properties of Ratios, Uses of Ratios Proportion: Defining Proportions, Continued Proportions, Uses of Proportions. <u>Reasoning Ability:</u> Direction sense: Cardinal directions , inter cardinal directions, compass based problems , shadow based problems</p>	22
II	<p><u>Quantitative Aptitude:</u> Mixture and Alligation: Alligation method, weighted avg. method, mixtures and replacement Simple Equation: Problem on ages, problems on distributions, one and two variable based questions. Variation: Defining Variation and it's types (Indirect and Direct Variations), Uses of Variations. <u>Reasoning Ability:</u> Blood Relation: General approach, family tree method, relation puzzles, coded relation. Calendar: Leap year and ordinary year "odd days" concept, repetition of calendar, Finding the weekday of a date when a reference date is given</p>	23

Reference Books/ Text Books / Cases:

- * How to prepare for Quantitative aptitude test for CAT, by Arun Sharma, Fifth edition, T.M.H publication
- * How to prepare for Logical Reasoning test for CAT, by Arun Sharma, Fourth/Fifth edition, T.M.H publication
- * How to Crack Test of Reasoning: In All Competitive Exam, by Jaikishan and Premkishan, Arihant publication
- * How to prepare for Verbal & Non-Verbal Reasoning by Disha Publication
- * Quantitative aptitude by R.S Aggarwal for Bank P.O/I.B.P.S P.O/A.A.O / Railways , S. Chand publication

Focus: This course focus on Employability aligned with CO3

Intended Outcome: After completion of the course, student will be able to:

- * Amplify their ability to carry out calculations.



- * *Apply learning in solving problems which come in competitions.*
- * *Comprehend different situations with logical approach.*
- * *Understand the significance of logical reasoning in day-to-day situations*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2, PSO3
CO3	PO4/PSO4
CO4	PO6, PO7 /PSO4

BCCC0005: ADVANCED FINANCIAL ACCOUNTING

Introduction: This course in advanced accounting would promote the accounting knowledge of students to a higher level and make them solve related sums.

Objectives: To enable the students with regard to understanding and solving various issues and problems with regard to the advanced nature of accounting.

Credits: 04

Semester II

L-T-P: 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Royalty Account: meaning, types of royalty, Preparation of ledger accounts – Royalty Account, Landlord Account – Short workings Account - Minimum Rent Account. numerical</p> <p>Hire Purchase System Features–Difference between Hire purchase and Installment purchase systems, Accounting Treatment in the Books of Hire Purchaser and Hire Vendor, Default in payment- Partial Repossession, Full Repossession</p> <p>Branch accounts- objective, types of branch, debtor method, stock and debtors' method, final account method, wholesale branch method and independent branch and inter branch transactions, numerical</p>	22
II	<p>Accounting of non-trading Institutions- Differences between Receipts and payment accounts and income and expenditure accounts, Preparation of Receipts and payment accounts, income and expenditure accounts, and balance sheet</p> <p>Voyage Accounts: Accounts regarding Complete Voyage & Incomplete Voyage</p> <p>Insolvency Accounts- Individual & Partnership Firm</p> <p>Insurance Claims: Claims for loss of stock; Claim for loss of profit; claim for loss of fixed assets</p>	23

Reference Books/ Text Books / Cases:

- * Gupta, R.L. and Radhaswamy M. Advanced Accountancy, Sultan Chand & Sons., New Delhi.
- * Narang, Jain. Advance Accounts
- * Shukla, M.C., Grewal, T.S. and Gupta, S.C. : Advanced Accounts, S. Chand & Co., New Delhi
- * Paul, S.K., Advanced Accounting
- * Jain S.P. & Narang K.L. Advanced Accounting, Kalyani Publishers.
- * Maheshwari & Maheswari. Advanced Accountancy-I, Vikash Publishing House
- * Sehgal & Sehgal, Advanced Accountancy Vol. I, Taxman Publication
- * Gupta R. L. and Radhaswamy, M, Financial Accounting, Sultan Chand & Sons, New Delhi
- * Agarwal, Anurag: Financial Accounting, Kedarnath Ramnath, Meerut
- * Gupta S.P.: Financial Accounting, Meenakshi Prakashan, Meerut

Focus: This course focus on Skill Development aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Understand application of accounting knowledge in special business activities.
- * Show the final accounts of non-trading concerns/ organizations and Partnership.
- * Interpret advanced issues in partnership accounts & Insolvency Accounts.
- * Remember the skills of recording of transactions to hire purchase system, royalty and Branches.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2, PSO3
CO3	PO4/PSO4
CO4	PO6/PSO3

BBHC0001: ESSENTIALS OF MANAGEMENT

Introduction: This course would give insights into the basics of management which any student needs to have while studying a course in management.

Objective: To make the students aware of the essentials of management thereby enabling them to understand the basic theories and concepts of management.

Credits: 04

Semester II

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Nature of Management: Meaning, Definition, nature & purpose, importance & Functions, Management as Art, Science & Profession, Management as social System Concepts of Management-Administration-Organization.</p> <p>Development of Evolution of Management Thought: Contribution of F.W. Taylor, Henri Fayol, Elton Mayo, Chester Barhard& Peter Drucker to the management thought. Japanese vs. American Management, Modern Thoughts of Management</p> <p>Management Process and Skills: Management Functions, Management Skills, Levels of Management, SWOT Analysis</p> <p>Planning: Concept, Nature, Importance, Steps in Planning, Types of Plan, Barriers to Effective Planning, levels –advantages & limitations, MBO.</p> <p>Decision Making: Concept, Process of rational Decision Making, Techniques of Decision Making</p>	23
II	<p>Fundamentals of Organising: Concept, Departmentation, Matrix Organisation Structure</p> <p>Authority: Delegation of Authority, Centralization and Decentralization</p> <p>Staffing: Meaning & Importance, Factors affecting Staffing</p> <p>Fundamentals of Directing: Concept, Nature, Importance, Principles</p> <p>Communication: Types & Importance</p> <p>Leadership: Meaning, Styles, Qualities & Function of leader</p> <p>Fundamentals of Controlling: Need, Nature, importance, Process & Techniques, Essentials of Effective Control System, Causes of Resistance to Control</p> <p>Coordination: Need – Importance</p>	22



Reference Books / Text Books / Cases:

- * Gupta, C. B. Management concept & practices. New Delhi: Sultan Chand & Sons.
- * Koontz, H. & Weibrich, I. Essential of management. Singapore: McGraw-Hills International.
- * Stoner, Freeman, Gilbert Jr. "Management" Prentice Hall.
- * Robins "Fundamentals of Management" Pearson Education Asia.
- * Prasad, L. M. Principles and practice of management. New Delhi: Chand & Sons.
- * Tripathi, P. C. & Reddy P. N. Principles of management. New Delhi: Tata McGraw Hill.

Focus: This course focus on Skill Development aligned with CO4

Intended Outcomes: After completion of the course, student will be able to:

- * *Discuss the basic concepts and principles of management.*
- * *Understand about new developments in management.*
- * *Explain the fundamentals of components of POSDCORB.*
- * *Discuss the various aspects of communication, leadership and controlling function of management.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/ PSO3
CO3	PO4/PSO4
CO4	PO6/PSO2

BMAS0251: COMMERCIAL STATISTICS

Introduction: The course will enable the students in terms of understanding the statistical aspects related to commercial landscape thereby enhancing their skills in this regard.

Objective: To make the students understand the concept of statistics, index numbers and mathematics of finance.

Credits: 04

Semester II

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Data Collection & Representation: Meaning, Importance, Scope and Limitations of statistics, Types of data, Frequency distribution, Diagrammatic and Graphical representation. Mathematics of Finance: Percentage, Ratio and Proportion, Simple & Compound interest, Annuity & its types.	15
II	Statistical Average: Requisite of a good average, Measures of Central tendency & Dispersion, Merits and Demerits. Moments: Computation of moments, Skewness & Kurtosis by the method of moments.	15
III	Correlation & Regression: Introduction, Correlation between two variables, Karl Pearson's method, Rank correlation, Lines of regression, Simple applications. Index Number: Introduction, Types, Constructions of index number, Methods, Tests, Cost of living index number.	15

Reference Books/ Text Books / Cases:

- * G.C. Beri, Business Statistics, TMH, New Delhi.
- * S. C. Gupta and V. K. Kapoor, Fundamentals of Mathematical Statistics, Sultan Chand & Sons, Delhi.
- * P. Gupta, Comprehensive Business Statistics, Laxmi Publications, Delhi.
- * R. I. Levin and D. Rubin, Statistics for Management, PHI, New Delhi.
- * J. K. Sharma, Business Statistics, Pearson Education, Delhi.

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts of commercial statistics.
- * Comprehend the real-life business problem using the concepts of statistics.
- * Realize and solve problems of measures of central tendency & dispersion, regression, correlation etc.
- * Appreciate how index numbers are used in various Practical situations.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)



COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/ PSO3

BBA00103: COMMERCIAL ASPECTS OF INFORMATION TECHNOLOGY

Introduction: This course in information technology has been designed keeping in mind the significance which this concept plays in the overall scheme of things in a firm.

Objectives: To enable students understand the fundamentals of Information Technology and provide insights into dominant IT Applications and emerging technologies.

Credits: 04

Semester II

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Data and Information Data - Definition, Types of Data, Data Representation, Number system (Decimal & Binary), Coding Schemes (ASCII and UNICODE). Information: Definition, Difference between Data & information, Prerequisites, Information Technology: Definition and components Need for Information Technology and its advantages. Role of Information Technology: Business, Education, Manufacturing, Public Sector, Media, Defense Services and Publication. Types of information systems found in organizations: data processing systems, knowledge work systems, and management information systems. Internal and external information with respect to the organization. Definition of Strategic, Tactical and Operation Information Systems. Management challenges - Security and ethical challenges: Ethical responsibility of a business – computer crime – privacy issues – health issues – Security management of IT – tools of security management – internetworked security defenses – security measures – Information Technology Act 2000 in India.</p>	23
II	<p>Enterprise and global management of IT: Managing the IS function – failures in IT management – the international dimension in IT management – Cultural, political and geo economic challenges Global business/IT strategies and Applications – global IT platforms Management Information Systems: Role of management information systems and how they help managers take decisions, Characteristics of a MIS and factors effecting the success or failure of a MIS. Definition of data warehousing, Executive Information systems and the purpose of drill-down techniques Business Intelligence Software: OLAP (Online Analytical Processing), Data mining, Artificial Neural Networks. Advanced concepts in information system: Enterprise Resource Planning: Introduction, modules of ERP like Human Resources, Finance, Accounting, Production & Logistics, and E-Business.</p>	22

Reference Books/ Text Books / Cases:

- * Brien, J. O., & Marakas, G. *Management Information Systems - Managing Information Technology in the Business Enterprise*. New Delhi: Tata McGraw-Hill
- * Laudon, K., & Laudon, J. *Essentials of MIS*. New Delhi: Pearson Education
- * Murdick, R. G., Ross, J. E., & Clagget, J. R. *Information Systems for Modern Management*. New Delhi: Prentice-Hall India
- * Parker, C., & Case, T. *Management Information System - Strategy & Action*. New Delhi: Tata McGraw Hill
- * Paolo Bellavista and Antonio Corradi, "Handbook of Mobile Middleware", Auerbach Publication
- * Reza B'Far, "Mobile Computing Principles", Cambridge University Press
- * Frank Adelstein, S.K.S. Gupta, Golden G. Richard III and Loren Schwiebert, "Fundamentals of Mobile and Pervasive Computing", McGraw-Hill Professional
- * Dejan Milojicic, Frederick Douglass, Richard Wheeler, "Mobility: Processes, Computers, and Agents", Pearson Education

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the idea of management information systems
- * Remember the relevance of having systems development as a part of the subject
- * Understand how information technology plays a role in an organization
- * Match the challenges which one faces while dealing with management information system

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BBA00104: ESSENTIALS OF E-COMMERCE

Introduction: *This course attempts to equip the students to compete in the present world with electronic commerce including strategy development and competitive advantage.*

Objectives: *To enable students gain insights into current and emerging technologies, pricing, distribution channels, promotion, and advertising related to e-commerce.*

Credits: 04

Semester II

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to E-Commerce: Definition of E-Business, Origin of E-Business, History of the Internet, E-Business Opportunities for Businesses, Working of E-Business, E-Business Vs the Traditional Business Mechanism, Advantages of E-Business, Disadvantages of E-Business, Main Goals of E-Business, Application of E-Commerce in manufacturing, Wholesaling, retail and service sector.</p> <p>Business Models of E-commerce and Infrastructure: Types of E-Commerce Systems: B2B, B2C, B2G and other models of e-commerce; product and service digitization; Remote servicing procurement, and online marketing and advertising E-commerce resources and Infrastructure planning, Agents in Electronic Commerce</p>	22
II	<p>Emerging Business Models: Retail model; Media model; advisory model, Made-to-order manufacturing model; Do-it-yourself model; Information service model; Emerging hybrid models; Emerging models in India</p> <p>Security on Net & Firewall Concept: Meaning, Issues regarding security on internet, The firewall concept, Cryptography, Digital Signatures, Electronic mail security, Security protocols for web-Commerce, Laws relating to Online transactions, Cyber Laws – Relevant provisions of Information Technology Act 2000, offences</p> <p>Electronic Payment Systems: Introduction to payment systems, Types of various payment systems. Online Banking: Meaning, Concepts, Importance, Electronic Fund Transfer, Automated Clearing House</p>	23

Reference Books/ Text Books / Cases:

- * Kalakota, Ravi, & Whinston. B. Andrew, Electronic Commerce: A Manager's Guide. Pearson Education: New Delhi
- * Feinman. M. Todd, & Greenstein. Marilyn, Electronic Commerce: Security, Risk Management & Control. Tata McGraw-Hill Publishing Company Limited: New Delhi
- * Mann. Walia. Puja, & Nidhi, E-Commerce. MJP Publishers: Chennai
- * Bhasker. Bharat, Electronic Commerce: Framework, Technologies & Applications. Tata McGraw-Hill Publishing Company Limited: New Delhi

Focus: This course focus on Skill Development aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:



- * *Understand the basic foundations and operations of E-commerce*
- * *Identify business-oriented concepts in context to the digital market*
- * *Analyze the impact of E-commerce on business models and strategies*
- * *Recognise the key security measures and their ramifications in the E-commerce business*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCHS 0102: ENVIRONMENTAL STUDIES

Credits: 02

Semester: I / III

L-T-P: 2-0-0

Objective: To create awareness in every Graduating student about the importance of environment, the effect of technology on the environment, eco-balance and make them sensitive towards environmental concerns for their Professional Endeavors.

Module No.	Content	Teaching Hours
I	Introduction & Concept of Ecosystem Environment: Definition, Scope, Importance, Natural Resources Ecosystem: Concept, Structure & Function, Producers, Consumers & Decomposers, Energy Flow in the Ecosystem, Ecological Succession, Food Chains, Food Webs & Ecological Pyramids.	8
II	Types of Ecosystem & Environmental Pollution: Introduction, Types, Characteristics, Features, Structure & Functions of - Forest Ecosystem, Grassland Ecosystem, Desert Ecosystem & Aquatic Ecosystems- Ponds, Streams, Lakes, Rivers, Oceans, Estuaries. Definition, Causes, Effects & Control Measures of - Air Pollution, Water Pollution, Land/ Soil Pollution, Noise Pollution, Thermal Pollution. Solid-Waste Management: Causes, Effects & Control Measures of Urban & Industrial Wastes.	10
III	Human Population & the Environment: Family Welfare Programme, Environment & Human Health, Human Rights, Role of Information Technology in Environment & Human Health From Unsustainable to Sustainable Development, Urban Problems Related to Energy. Climate Change: Global Warming, Acid Rain, Ozone Layer Depletion, Nuclear Accidents & Holocaust; Water Conservation, Rain Water Harvesting, Watershed Management Environmental Protection Act, Air (Prevention & Control of Pollution) Act, Water (Prevention & Control of Pollution) Act, Wildlife Protection Act, Forest Conservation Act.	10

Text Book:

* K.M. Gupta, (2009), "Environmental Studies, Umesh Publications, New Delhi, 2nd ed.

Reference Books:

- Devendra S. Bhargava (2005), "Foundation of Environmental Studies", Galgotia Publications Pvt. New Delhi, 1st ed
- S. Deswal & A. Deswal (2010), "Environmental Ecology", Dhanpat Rai & co. New Delhi.
- M. Anji Reddy (2008), "Textbook of Environmental Science & Technology", BS Publications, Hyderabad.

Focus: This course focus on Entrepreneurship aligned with CO2



Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

To be added in place of old syllabus of Environmental Studies-

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction & Concept of Ecosystem</p> <p>Environment: Definition, Scope, Importance, Natural Resources</p> <p>Ecosystem: Concept, Structure & Function, Producers, Consumers & Decomposers: Energy Flow in the Ecosystem, Ecological Succession, Food Chains, Food Webs and Ecological Pyramids.</p> <p>Types of Ecosystem & Environmental Pollution: Introduction, Types, Characteristics, Features, Structures and Functions of- Forest Ecosystem, Grassland Ecosystem, Desert Ecosystem & Aquatic Ecosystems- Ponds, Streams, Lakes, Rivers, Oceans, Estuaries.</p>	22

II	<p>Definition, Causes, Effects & Control Measures of - Air Pollution, Water Pollution, Land/ Soil Pollution, Thermal Pollution, Noise Pollution.</p> <p>Solid Waste Management: Causes, Effects & Control Measures of Urban and Industrial Wastes.</p> <p>Human Population & the Environment Family Welfare Programme, Environment & Human Health, Human Rights, Role of Information Technology in Environment & Human Health From Unsustainable to Sustainable Development, Urban Problems related to Energy.</p> <p>Climate Change: Global Warming, Acid Rain, Ozone Layer Depletion, Nuclear Accidents & Holocaust; Water Conservation, Rain Water Harvesting, Watershed Management Rainwater Protection Act, Air(Prevention & Control of Pollution) Act, Water(Prevention & Control of Pollution) Act, Wildlife Protection Act, Forest Conservation Act</p>	23
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Intended Outcome: After completion of the course, student will be able to

- * Understand the fundamental significance of ecosystem in the environment
- * Develop a critical understanding of the challenges impacting ecological system
- * Make appropriate decisions through the application of waste management practices
- * Identify measures to deal with the consequences of changing climatic conditions

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO5, PO6/PSO3

Introduction: This practical course deals with the usage of tally in terms of day-to-day running of business activities and how GST is to be calculated using the same

Objective: To enable the students to use tally in such categories as voucher entry and reporting as well as calculate GST with the help of it.

Credits: 02

Semester II

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	Setting-up Books of Accounts in Tally: Introduction, Creation of Company, Introduction to Gateway of Tally, Menu, Company Info menu, Features & Configuration options for company maintaining accounts, Group and Ledgers, Working with Account Masters, viz, Group, Ledger, Cost Centre and Category, Currency Voucher Entry and Reporting: Entry of Accounts Vouchers, Printing of Vouchers, Creation and Alteration of Vouchers types and Vouchers Classes,	22
II	Voucher Entry and Reporting: Viewing and Printing various reports, Printing & Viewing Balance Sheet, P& L Account, Trial Balance Inventory Management using Tally: Creation of stock Group, Stock Items and Unit of Measurement. Goods and service Tax (GST) using Tally: Create Company with activation of GST in Company level, creating Masters and set GST Rates, creating tax ledger, Transferring Tax credit of VAT, Excise and service tax to GST, Recording GST sales and printing invoices, Recording GST Interstate Sales and Printing Invoices, Recording an Advance to Supplier under GST, Recording GST Local Purchase, Recording GST Interstate	23

Reference Books/ Text Books / Cases:

- * Jain, P., & Arora, S. Window based computer courses. Jalandhar: S. Vikas & Co.
- * Norton, P. Introduction to computers. New Delhi: Tata McGraw Hill.
- * Singh, V. Simplified MS-Office 2007. New Delhi: Computech Publications Ltd.

Focus: This course focus on Skill Development aligned with CO4

Intended Outcomes: After completion of the course, student will be able to:

- * Classify the books of account using tally.
- * Understand the voucher entry and reports concepts.
- * Realize the inventory management using tally.
- * Show how the GST documents using tally.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO/PSO4
CO4	PO7/PSO3

BCCC0803: COMPETITIVE APTITUDE - II

Introduction: This course has been designed keeping in mind the requirements of those students who intend to pursue higher education in management and other fields

Objective: To help students develop the skill of simplifying their calculations and visualizing 3D images and help them to recognize pattern in form of numbers & alphabets.

Credits: 02

Semester II

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p><u>Quantitative Aptitude:</u> Percentage: Meaning, Short cut approach, converting “%” to fractions, Comparing fractions, Successive change method. Profit, loss: Basic approach, Percentage based method, effective Discounts, offers. Simple Interest and Compound Interest: Defining Simple interest and Compound interest, calculating interest using Ratios, Installment Calculation under Simple Interest, Installment Calculation under Compound Interest.</p> <p><u>Reasoning Ability:</u> Clocks: Finding angle between minute hand and hour hand, Situations when both of them coincide and other related problem.</p>	22
II	<p><u>Quantitative Aptitude:</u> Numbers: Types of numbers, numbers basic properties, Identify the rationality of numbers, base system, L.C.M and HCF, Finding Factors of number, Number of even and odd factors, Sum of all factors, Sum of even factors and Sum of odd factors, Finding Number of factors which are perfect Square and perfect Cube.</p> <p><u>Reasoning Ability:</u> Nonverbal(Pictorial): pattern recognition, finding missing picture, Odd one out. Series: Number series, Alphabet series, Letter series Analogy: Simple analogy, analogous pair, Number analogy, alphabet analogy, detect analogies.</p>	23

Reference Books/ Text Books / Cases:

- * How to prepare for Quantitative aptitude test for CAT, by Arun Sharma, Fifth edition, T.M.H publication
- * How to prepare for Logical Reasoning test for CAT, by Arun Sharma, Fourth/Fifth edition, T.M.H publication
- * How to Crack Test of Reasoning: In All Competitive Exam, by Jaikishan and Premkishan, Arihant publication
- * How to prepare for Verbal & Non-Verbal Reasoning by Disha Publication
- * Quantitative aptitude by R.S Aggarwal for Bank P.O/I.B.P.S P.O/A.A.O / Railways , S. Chand publication
- * Quantitative Aptitude for Competitive Examination by Abhijit Guha

Focus: This course focus on Employability aligned with CO1

Intended Outcome: After completion of the course, student will be able to:

- * *Calculate various types of interests with ease.*
- * *Comprehend in solving problems in routine scenarios.*
- * *Understand and solve different types of number problems.*
- * *Comprehend various types of percentages with accuracy*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCC0006: FUNDAMENTALS OF AUDITING

Introduction: This course aims at imparting knowledge about the principles and methods of auditing and their applications.



Objectives: To enable the student to get exposure to various dynamics of the Auditing and be comfortable in understanding its implications on the economic growth.

Credits: 04

Semester III

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Definition of Audit: Difference between Auditing and Accountancy Origin, Meaning, Characteristics, Objectives, Advantages & Limitations, Qualification and Qualities of an Auditor, Scope of Auditing, Independence of Auditor, Classification of Audit</p> <p>Preparation for an Audit: Audit Planning, Audit Programme, Audit Notebook, Audit Working Papers, Audit Evidence, Test Checking, Routine Checking, Internal Check, Internal Audit.</p> <p>Company Auditor: Qualifications & Disqualification Appointment of Auditor, Rotation, Removal, Remuneration, Powers and Duties of Auditors; Auditor's report- content and types, Liabilities of Statutory Auditor's under Company's Act-2013.</p>	22
II	<p>Vouching: Meaning & Significance, Vouching of cash transactions trading transactions – Audit of various ledger, Outstanding liabilities Assets , Scrutinizing of expense Accounts, Income Accounts, Asset accounts, Liabilities Balance sheet Audit. Verification and Valuation of Assets (Investment / Inventory / Fixed Assets / Current Assets / Fictitious Assets / Contingent Assets) and Liabilities (Specific Liabilities / Contingent Liabilities)</p> <p>Recent trends in Auditing: Basic Consideration of audit in EDP Environment; Relevant Auditing and Assurance Standards (AASs); Business Investigation, Characteristics, Difference between Audit and Investigation, Need, Guiding Principles of Investigation.</p> <p>An Insight into Contemporary Audits: Cost Audit, Management Audit, Tax Audit, Social Audit, Environmental Audit, Special Audit: Introduction of Audit of Banking Companies, Insurance Companies & Educational Institutions.</p>	23

Reference Books/ Text Books / Cases:

- * Institute of Chartered Accountants of India, Auditing and Assurance standards, ICAI, New Delhi
- * Relevant Publication of ICAI on Auditing (CARO)
- * Gupta, Kamal, and Arora, Ashok. Fundamentals of Auditing. Tata Mc-Graw Hill publishing co. Ltd. New Delhi
- * Singh, A.k., and Gupta, Lovleen. Auditing theory and Practice. Galgotia Publishing Company
- * Basu, Auditing: Principles and Techniques, Dorlington Kindersley (India) Pvt. Ltd
- * Chauhan K S, Auditing, Suchita Publication
- * Pandu A, Principles of Auditing, Serial Publication, India Pathak J P, Auditing in a Computerized Environment, Allied Publishes, India.
- * Kumar, R. & Sharma, V. Auditing: Principles & Practices. Second Edition. Prentice Hall of India Pvt. Ltd.
- * Basu, S. K. Fundamentals of Accounting. Pearson Education.
- * Loughran, M. Auditing for Dummies. Wiley Publishing Inc.
- * Millichamp, A. Auditing. Eighth Edition. Thomson Learning.

Focus: This course focus on Entrepreneurship aligned with CO2

Intended Outcomes: After completion of the course, student will be able to:

- * *Know the various functional aspects of auditing.*
- * *Comprehend the main concepts related to auditing.*
- * *Realize the practical implications of auditing concepts in the real world.*
- * *Identify the learned skill set and can develop into a financial practitioner.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCC0007: INCOME TAX & PRACTICES

Introduction: This course is designed to help students to appreciate the importance of direct tax (Income Tax) in India.

Objectives: To enable the students with regard to giving insight into the various heads of income along with computation of Tax liability of an individual.

Credits: 04

Semester III

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Basic Concepts: Assessee, Income, Agricultural Income, Casual Income, Assessment year, Previous year, Gross Total Income, Total Income, Person, Exempted incomes u/s 10, Tax Planning, Tax Management, Tax avoidance and Tax evasion. Residential Status, Tax Rates and Tax liability.</p> <p>Income from house property: Determination of Annual Value - Deductions, Exemptions - Computation of Income from a let out House Property and a self-occupied property</p> <p>Income from Salaries: Salary Coverage, Allowances, Monetary and Non-Monetary Perquisites, Profits in lieu of salary, Deductions against Salary, Computation of taxable salary, Tax Deducted at Source on Salary Income Brief about Circular of Salary</p>	22
II	<p>Income from Capital Gains: Capital Assets and Capital Gain, Transfer of Capital Assets, Computation of Short-term and Long-term capital gains, Exemptions u/s 54, 54B, 54D, 54EC, 54EE 54F, 54G</p> <p>Profits from Business or Profession: Income from business or profession, Allowable and not allowable expenses, General deductions, Provisions relating to depreciation, compulsory maintenance of books of account, Computation of income from business or profession.</p> <p>Income from other Sources: Scope of items taxable under other sources, dividend, Tax Audit, computation of casual incomes and interest on securities. deductions.</p> <p>Set-Off and/or Carry Forward of Losses, Clubbing of Incomes and Deemed Incomes.</p> <p>Deductions to be made from Gross Total Income while computing total income, Computation of total income and tax liability of individuals, Rebates and Reliefs of Tax.</p>	23

Reference Books/ Text Books / Cases:

- * Ahuja, G. and Gupta, R. Systematic approach to income tax; SahityaBhawan publications, New Delhi
- * Mehrotra H. C. Income Tax Law & Accounts; SahityaBhawan, Agra
- * Prasad, B. Income Tax Law & Practice; Wiley Publication, New Delhi
- * Agarwal B.K, Income Tax Laws and Practice- Sahitya Bhawan Publications
- * Singhania V. K. Students' Guide to Income Tax, Taxmann, New Delhi
- * Ready Recknor, Taxman

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Comprehend the knowledge about taxation laws.*
- * *Understand principles and provisions of Income –tax Act, 1961.*
- * *Identify the legal, ethical and social issues.*
- * *Realize the practical implications of concepts of Income Tax in practical life.*



Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BBAC0008: BUSINESS COMMUNICATION

Introduction: *The course in communication intends to acquaint the students with the basics of communication and various techniques associated with it.*

Objectives: *To familiarize the students with the fundamentals of business communication for professional purposes with the aid of modern technology.*

Credits: 04

Semester III

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Communication: Meaning, Nature & Importance, 7 Cs of Effective Communication, Process. Types of Communication: Formal & informal and verbal & nonverbal, Flow of communication. Barriers and Overcoming Barriers.</p> <p>Professional skills & Basic Etiquettes: Do's and Don'ts, Extempore – speech of introduction, speech of thanks, occasional speech, theme speech and Role Play.</p> <p>Business Letters: Characteristics of a Good Business Letter, Structure/Layout of a Business Letter.</p> <p>Types of Business Letters: Orders, Adjustment, Complaint, Sales, Business Circulars, Request, Congrats, Thank you, Cover letter & Applications.</p>	22
II	<p>Official Communication: Minutes of Meeting - Types (Resolution and Narration), Guidelines for writing Minutes, Memorandum.</p> <p>Digital Communication: E-Mail Writing, Role of Social Media & Video conferencing, Modern Tools of Communication and their Importance.</p> <p>Business Reports: Characteristics of a Good Report, Types of Report, Steps in Writing a Business Report, Layout of Business Report.</p> <p>Interview: Nature, Types of Interview (Personal, Telephonic, Group, Panel, Structured, Semi-structured, Unstructured and Stress Interview), Do's and Don'ts of Interview.</p> <p>Writing Resume, Difference between Resume and CV. Mock Interview activity.</p> <p>Business language and presentation Importance of Business language, Vocabulary Words often confused, Words often misspelt, Common errors in English.</p>	23

Reference Books/ Text Books / Cases:

- * Chhabra, T. N. Effective business communication. New Delhi: Sultan Chand & Sons.
- * Lesikar, R. V. Business communication. New Delhi: Tata McGraw Hill.
- * Pal, R., & Korlahalli, J. S. Essentials of business communication. New Delhi: Sultan Chand & Sons.
- * Sharma, R. C. & Mohan, K. Business correspondence & report writing. New Delhi: Tata McGraw Hill
- * Professional Presentations by Malcolm Goodale, Cambridge University Press, South Asian Edition.
- * Developing Communication Skills by Macmillan, 2nd edition.
- * Basic Business Communication Skills for Empowering the Internet Generation by Lesikar, R.V. & Flatley, M.E., TMGH, New Delhi.
- * Media and Communication Management by C.S. Rayudu, Himalaya Publishing House, Bombay
- * Business Communications: From Process to Product by Bowman, J.P. & Branchaw, P.P., Dryden Press, Chicago.

Focus: This course focus on Entrepreneurship aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:



- * *Develop an understanding of the basic process and components of communication.*
- * *Understand the significance of effective communication skills and techniques used in corporate domain.*
- * *Learn the essential practices related to the concepts of effective professional writing*
- * *Recognise the basic concepts of interpersonal communication and business report writing*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3, Po4/PSO2
CO3	PO6/PSO4
CO4	PO7/PSO3

BCCC0008: ADVANCED MANAGEMENT ACCOUNTING

Introduction: *This subject has been designed to help students to gain knowledge in the application of Advanced Management Accounting.*

Objectives: *To enable students in terms of preparing management reports thus facilitating better decision making on their part for the organization.*

Credits: 04

Semester III

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Rationale for Costing: Definition of Costing, Valuation of Inventory, Profit Reporting, Cost Management & Transformation, Decision Making</p> <p>Costing Concepts: Cost elements, Determination of Costs structure & Cost behavior & Cost drivers, Costing concepts to different organization and cost objects including digital cost objects</p> <p>Costing Methods: Cost accumulation, allocation, apportionment and absorption; trace classify and allocate costs, Calculate the costs of products or services using Marginal costing, Absorption costing, Price and rate variances, Usage and Efficiency variances & Interpretation of Variances; Determine the Product and Service costing by ABC, Advantages of ABC over other costing system, features of Digital costing.</p> <p>Budgeting: Underlying principle for budgeting, role of budgets, budgeting process using Planning, Communication, Coordination, motivation & Control.</p> <p>Preparation of Budgets: Forecast sales volume by Time series and trend analysis, Prepare Master budgets and its components analyze their interaction with each other, Limiting factors, Stress testing budgets, Technologies for improving budgeting by Big data analytics and budgets, Different alternative approaches to budgeting</p>	22
II	<p>Budgetary Control: Concept of Budgetary control; feedback and feed forward control, Flexed budgets, Target setting and motivation, Controllable and Uncontrollable outcomes, behavioral impacts of budgetary control; Dysfunctional behaviors in budgeting and Ethical consideration in budgeting.</p> <p>Short- term Decision making: Concepts of cost and revenue relevant to pricing and product decisions; Marginal and full cost recovery for pricing decisions, differences in pricing and revenue maximization for the short term and long term, Product mix</p> <p>Concepts used for Short term Decision making: Objectives of decision making, implications of commercial decision making in short term, Distinguish between concepts of relevant revenues and relevant costs, Profit reporting.</p> <p>Techniques of Short term decisions: Relevant cost analysis to various types of short-term decisions make or buy decisions, discontinuation decisions and further processing decisions, break- even analysis in multiple product contexts, product mix decisions, by using data and technology, Ethical considerations in short term decision making.</p> <p>Risk and Uncertainty in Short term: Nature of risk and uncertainty and the attitudes to risk by decision makers, Analyze risk using stress testing, sensitivity and what-if-analysis, Decisions models to deal with uncertainty using Probability Distributions, Decision trees</p>	23

Reference Books/ Text Books / Cases:

- * CIMA Study Text P1 Management Accounting; Kaplan Publishing – UK
- * Jawahar Lal Advanced Management Accounting, Text, Problems and Cases. S. Chand
- * Kaplan, R.S., Advanced Management Accounting, Prentice Hall, New Delhi.
- * S. Mark Young, Anthony A. Atkinson, Rajiv D. Banker, and Robert S. Kaplan, Advanced Management Accounting, 3rd Ed., Pearson Education.
- * Maurice L. Hirsch, Advanced Management Accounting, Cengage Learning EMEA.
- * Vashist & Saxena Advanced Cost and Management Accounting. Sultan Chand & Sons. New Delhi

Focus: This course focus on Skill Development aligned with CO2

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the costing data for planning, control and decision making.*
- * *Comprehend the various tools of advanced management accounting.*
- * *Identify how to manage and control the performance of an organizational unit.*
- * *Describe the various risks and apply control measures.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BAL00109: BUSINESS LAWS

Introduction: This subject intends to acquaint the students with the basics of the mercantile law which characterize the business scenario in our country.

Objective: It would enable students to understand such concepts as needed in today's times to infuse a sense of trust in the minds of consumers.

Credits: 04

Semester III

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Indian Contract Act – 1872: Introduction & essential elements of a valid contract, Classification of contracts, Offer and legal rules regarding a valid offer, Acceptance & legal rules regarding a valid acceptance, Capacity to contract, Free Consent, Brief overview of Special types of Contracts, Breach of Contract, Remedies for Breach of Contract.</p> <p>The Sale of Goods Act – 1930: Introduction & essential characteristics of a valid contract of sale, Difference between sale & other analogous terms, Goods and their classification, Transfer of Property in goods, Conditions and Warranties,</p>	22
II	<p>The Consumer Protection Act. 1986: Definitions of “Consumer”, “Complaint”, “Complainant”, “Defect in Goods”, and “Deficiency in Services”, Goods, “Restricted Trade Practices”, “Unfair Trade Practices”, “Service”, Consumer rights.</p> <p>Establishment of Central, State and District Consumer Protection Councils, Adjudicatory Bodies - District Forum, State Commission and National Commission and their Constitution, Powers, Jurisdiction. Doctrine of caveat emptor, Sale by non-owners, Unpaid seller and his rights.</p>	23

Reference Books/ Text Books / Cases:

- * Bulchandani, K.R., Business Law for Management. Mumbai: Himalaya Publishing House.
- * Gulshan, S. S., & Kapoor, G. K. Business Law. New Delhi: New Age International Pvt. Ltd.
- * Kuchhal, M. C. Business Law. Noida: Vikas Publishing House Pvt. Ltd.
- * Mathur, Satish, Business Law.
- * Tulsian, P. C. Business Law. New Delhi: Tata McGraw Hill Pvt. Ltd.
- * H K Saharay Textbook on Consumer Protection Law, Universal Law publishing

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the concept of business laws.*
- * *Appreciate the basics of the mercantile aspect of business.*
- * *Realize the various nuances related to the three acts.*
- * *Understand modern Practices of Business laws*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4



CO4	PO6/PSO3
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BAL00103: PATENT AND COPYRIGHT LAW

Introduction: *This course on patent and copyright law would help the students in getting an outlook of Intellectual property laws and its importance*

Objective: *To enable the students in terms of understanding the various concepts related to Patents and copyrights and general Intellectual property rights aspects.*

Credits: 04

Semester III

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Intellectual property: Meaning, Nature and significance, Historical and philosophical background of patents and other intellectual property, Various forms of intellectual properties: copyright, patent, trademark, design, geographical indication, semiconductor and plant variety, Major international instruments relating to the protection of intellectual properties: the Paris Convention, 1883, the Berne Convention, 1886, the WIPO Convention, 1967, the TRIPs Agreement, 1994 etc. The Copyright Act, 1957 : Copyright: Meaning, scope, Subject matter of copyright: original literary, dramatic, musical, artistic works; cinematograph films and sound recordings, Ownership of copyright,	22
II	Assignment and license of copyright, Infringement and exceptions of infringement of copyright and remedies against infringement of copyright: civil, criminal and administrative, An overview of the Copyright Amendment Act 2012 The Patent Act, 1970 : Meaning, Criteria for patentability and non-patentable inventions, Procedure for registration and term of protection Grants of patent, rights of patentee and revocation of patent, Compulsory licence and government use of patent, Infringement, exceptions to infringement of patent and remedies, Patent office and Appellate Board., An overview of The Patent (Amendment) Act, 2005	23

Reference Books/ Text Books / Cases:

- * W.R.Cornish and D. Llewelyn, Intellectual Property: Patents, Copyrights, Trade Marks and Allied Rights, Sweet & Maxwell.
- * Lionel Bently and Brad Sherman, Intellectual Property Law, Oxford University Press
- * P. Narayanan, Intellectual Property Law, Eastern Law House
- * B.L. Wadehra, Law Relating to Intellectual Property, Universal Law Publishing Co.
- * V.K. Ahuja, Law Relating to Intellectual Property Rights, LexisNexis

Focus: This course focus on Skill Development aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Understand that without patent and copyright protection in the start-up phase, there would have been many copiers and the company and the individual in the long run cannot survive.
- * Recognise the way of filing patent and copyright laws
- * Understand the basic concepts of Intellectual property laws
- * Learn modern strategies of the companies related to copyrights and patents

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

ELO1010: BUSINESS ETHICS & VALUES

Introduction: This course in Business Ethics and Values brings to the fore the significance of having these two as principles of business for any firm which intends to survive in the long run

Objective: It would enable students to understand such concepts as needed in today's times to infuse a sense of trust in the minds of consumers.

Credits: 04

Semester III

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Meaning and Characteristics of Ethics, Concepts & Relevance of Business Ethics, Ethical & Unethical Behaviour in Management, Factors influencing Business Ethics Concept, Characteristics, and Classification of Values, Ethics, Morality and Value System, Ethics & Moral Decision Making, Factors affecting Values, Developing Value System in an Organisation, Values in Business Management, Values for Indian Managers, International Business ethics.	22
II	Corporate Governance & Social Responsibility: Meaning, Objectives, Need, and OECD Principles of Corporate Governance, SEBI Code of Corporate Governance, Corporate Disclosure and Investor Protection in India. Meaning and Concept of Social Responsibility of Business, Levels & Approaches to Social Responsibility, Principles & Dimensions of Corporate Social Responsibility towards various Stakeholders. Contemporary Ethical Issues and Benchmarking: Meaning & Features of Indian Ethos, Principles of Indian Ethos in Management, Spiritual Managerial Values, 5 C's & holistic View to Management. Relevance of Mahabharata and Ramayana in Management. Trans-Cultural Human Values in Management	23



	Education. Meaning & Features of Benchmarking, Process and Types of Benchmarking.	
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Reference Books/ Text Books / Cases:

- * Ghosh, B. Ethics in Management and Indian Ethos, Noida: Vikas Publishing I louse Pvt. Ltd.
- * Gogate, S. B. Human Values & Professional Ethics. Noida: Vikas Publishing House Pvt. Ltd.
- * Vasishth, N., & Rajput, N. Corporate Governance Values & Ethics. New Delhi: Taxmann Publications Pvt. Ltd.
- * Chakraborty, S.K., Values and Ethics for Organizations: Theory and Practices, OXFORD University Press, India
- * Khandelwal, N.M., Indian Ethos and Values for Managers, Himalaya Publishing House Pvt. Ltd., New Delhi
- * Relevant Case Studies

Focus: This course focus on Employability aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the basic concepts and practices of business ethics*
- * *Analyze the significance of CSR practices in context to modern business management*
- * *Recognize the skills to deal with the challenging ethical issues*
- * *Understand the application of ethical principles and benchmarking in the decision making process.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BELO0011: REMEDIAL ENGLISH

Introduction: The course will include intensive reading, writing, and some listening practices thereby helping the students in improving their English.

Objective: The course will include intensive reading, writing, and listening practices. Special emphasis will be given on finding out the most frequent mistakes committed by students. The effort is to enable them to overcome these mistakes. In writing section, the focus will be on making correct sentences, guided writing, guessing word meaning in context. In reading and listening sections, the focus will be on understanding long sentences, studying the complex sentence structures and understanding main idea. The objective of the course is to help students attain a basic proficiency in reading and writing skills.

Credits: 04

Semester: III

L-T-P: 4-0-0

Module No.	Content	Teaching Hours
I	STRUCTURE A.1. Tense and Voice: Introducing the tenses; Use of tenses in different situations; Usage of forms of verbs in tenses; Introduction of Voice; Active and Passive Voice in tenses; Voice Change. A.2. Reading Comprehension i. Analyzing a Text: Introducing the story 'Monkey's Paw' by W. W. Jacobs; Showing the video of the story 'Monkey's Paw'; Reading of the story 'Monkey's Paw' by W.W. Jacobs; Analysis of the form of the text: sentence structures & vocabulary; Analysis of the content of the text: interactive session. ii. Analyzing Unseen Passages: Reading a specimen text; Contextualizing the text; Vocabulary and sentence structure	15
II	B.1 Parts of Speech: Noun: countable and uncountable; Pronoun: Personal Pronoun; Adjective; Adverb; Preposition B.2. Reading Comprehension i. Analyzing a Text Introducing the story 'The Last Leaf' by O. Henry; Showing the video of the story 'The Last Leaf'; Reading of the story 'The Last Leaf' by O. Henry; Analysis of the form of the text: sentence structures & vocab; Analysis of the content of the text: interactive session. ii. Analyzing Unseen Passages (a) Reading a specimen text (b) Contextualising the text (c) Vocabulary and sentence structure	15
III	C.1. Narration: Introducing direct and indirect speech; Transformation: direct and indirect, different types of sentences; Situation of 'No change' in speech. C.2. Reading Comprehension: i. Reading an Essay: Reading of the essay 'On Saying Please' by A. G. Gardiner; Textual Analysis of the essay; Discussion with the students: interactive session; Sample question and answers. ii. Analyzing Unseen Passages: Reading a specimen text; Contextualising the text; Vocabulary and sentence structure C. 3.THEME BASED WRITING Adjectives for People, Adverbs of Time, Animals, Bank, Baseball, Body, Buildings and Places, Car Parts , City, Classroom, Clothes, The Basic Colors (American Spellings) (gray), The Basic Colours (British Spellings) (grey), Cooking, Desserts, Dinner Table, Family Members, Fruit, Geography, House, Restaurant, Tools, Transportation, Vegetables, Weather	15

Text Books:

- * Murphy, Raymond, *Intermediate English Grammar*. Cambridge University Press.
- * Robert J. Dixon. *Complete Course in English*. A new revised edition

References:

- * Hornby, A.S., *Advanced Learners' Dictionary of Current English*, OUP
- * Greenberg, Rondinone & Wiener. *The Advancing Writer Book I*, Harper Collins, College Publishers.
- * Liz and Soars. *Headway Pre-Intermediate*. OUP
- * Sharma, SD. *A textbook of professional Communication Skills & ESP for Engineers and Professionals*, Sarup & Sons, Delhi

Focus: This course focus on Skill Development aligned with CO4

Intended Outcomes: After completion of the course, student will be able to:

- * Comprehend a text and answer the questions based on it clearly.
- * Express their ideas in writing according to time and tense.
- * Appreciate their vocabulary in terms of contextual and situational conversation.
- * Augment their listening skills through the video of the text.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6, PO7/PSO3

BCCC0804: COMMERCIAL APTITUDE - III

Introduction: This course has been designed keeping in mind the requirements of those students who intend to pursue higher education in management and excel in other fields.

Objective: To help the students understand about the various competitive exams of management and how to prepare for the same and provide them understanding on techniques. The purpose of this course is to make them agile in solving these problems on basis of sound logics and to develop a habit of doing this so they can achieve their target.

Credits: 02

Semester III

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	Quantitative Aptitude:	22

	<p>Time & Work: Comparison of work force efficiencies. People working with same efficiency, People working with different efficiencies, Constructive & Distractive Work Concept.</p> <p>Pipes & Cisterns: Problems based on Pipes and Leakages. Comparison of capacities of pipes and cisterns. Calculating different times taken by different pipes with leakages to fill a given cistern.</p> <p>Reasoning Ability:</p> <p>Venn Diagram: Understanding of intersection, inclusion, exclusion logics with the help of diagrams. Making most appropriate association of given classes. Problem Based on different situation of Two Fields, Three Fields. Overlapping concepts of universally accepted classes.</p>	
II	<p>Quantitative Aptitude: AP & GP Progression: Arithmetic Progression, Geometric Progression. Problem based on summation, Arithmetic mean, Geometric Mean, Finding the value of a given term of given progression.</p> <p>Probability : Basic probability , Conditional Probability , Baye's Theorem and Total Probability</p> <p>Reasoning Ability:</p> <p>Machine I/O: Rearrangements of input-output based on Ordering, Rearrangements based on Interchanging the Positions of Words and Numbers, Rearrangements based on Mathematical operations.</p> <p>Circular and Row Arrangement: People sitting in a row or around a circular table and viewing in different directions. Advance problems including blood relation, Ranking Test, direction sense. Advance problem solving of sitting arrangement based on information distribution and selection.</p>	23

Reference Books/ Text Books / Cases:

- * How to prepare for Quantitative aptitude test for CAT , by Arun Sharma, Fifth edition, T.M.H publication
- * How to Crack Test of Reasoning: In All Competitive Exam , by jaikishan and premkishan, Arihant publication
- * Analytical Reasoning Revised Edition by, M.K pandey, BSC publication
- * Quantitative aptitude by R.S aggarwal for Bank P.O/I.B.P.S P.O/A.A.O / Railways , S. chand publication
- * Patodi, B, Choudhary, A, Verbal Ability & Comprehension for CAT/ XAT/ IIFT/ CMAT/ MAT/ Bank PO/ SSC 2nd Edition, New Delhi, Disha Publication
- * Saxena, V, Bhatia, V, Crack WAT/GD/PI for MBA Admissions(Must for CAT/ XAT/ IIFT/ FMS/ SNAP/ NMAT/ CMAT Aspirants), New Delhi, Disha Publication

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Augment their clarity with regard to solving problems clearly*
- * *Comprehend the logical problem solving approach.*
- * *Recognize their ability to solve quantitative problems.*
- * *Enhance the understanding related to analyzing series and pattern aptitude.*



Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BBAC0009: FUNDAMENTALS OF BANKING & INSURANCE

Introduction: *The subject covers the fundamentals of banking as well as insurance as applicable on individuals and organizations within the larger economic system.*

Objective: *To enable the students in getting an outlook of how banking & insurance businesses work on day-to-day basis and how things are done in a professional business set up.*

Credits: 04

Semester IV

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Banking and Deposit Accounts: Concept of Banking & e-Banking, Businesses permitted for a Banking Company, Services Rendered by Banks, Rights and Obligations of Banker, Types & Features of Deposit Accounts. Customer Accounts: Definition of Customer & Various types of Bank Customers- Minor, Joint Account & HUF, Partnership Firm, Clubs, Societies & Charitable	22

	Institutions, Joint Stock Companies Credit Styles & Secured Advances: Styles of Credit -Overdraft, Cash Credit & Term Lending, Secured Advances –Modes of Creating Charge- Lien, Pledge, Hypothecation, Mortgage, Sub-Mortgage and Assignment	
II	Introduction of Insurance: Meaning, Functional and Legal Definitions of insurance, Functions, Role & characteristics of Insurance, Principles of Insurance, Essentials of insurance contract Classification & organization of Insurance: General Insurance: Basic Concepts, Features of Fire Insurance, Marine Insurance & Accidental insurance, Life Insurance: Concept & Salient Features	23

Reference Books/ Text Books / Cases:

- * Ganguly, A. Insurance Management. New Delhi: New Age International.
- * Gopinath, M. N. Banking Principles & Operations. Mumbai: Snow White Publications Pvt. Ltd.
- * Gulati, N. C. Principles of Insurance Management. New Delhi: Excel Books.
- * Patukale, Kshitij, Banking Finance & Economics. Macmillian Publishers India
- * Shekhar, K. C., & Shekhar, L. Banking - Theory & Practice. Noida: Vikas Publishing House Pvt.

Focus: This course focus on Entrepreneurship aligned with CO4

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand about banking & insurance & its importance in today's business world.*
- * *Discuss the main concepts and principles of banking & insurance.*
- * *Relate their learning to solve the issues faced by banking & insurance.*
- * *Classify the various types of insurance policies.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCC0009: INDIRECT TAXATION



Introduction: This course is designed to help students to appreciate the importance of indirect taxes in India.

Objectives: To enable the students to gain a working knowledge regarding computation of tax liability pertaining to these laws.

Credits: 04

Semester IV

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to GST: Evaluation, Meaning and salient Features of GST. Objectives, basic schemes and benefits of GST. Constitutional Amendments: GST Council Powers, Functions and Provisions, Structure of GST (Dual Model). Types of GST, CGST, SGST/ UTGST and IGST and its meaning, GSTIN</p> <p>Registration – Persons liable for registration under the act, from GST: Small supplies and Composition Schemes, Concept of E-Way Bills; Self-assessment, Provisional Assessment, Scrutiny of returns- Assessment of non-filers of returns, Assessment of unregistered persons, Summary Assessment.</p> <p>Levy and Collection of GST: Taxable event-“Supply” of Goods and Services: Place of Supply: Within state, Interstate, Import and Export; Time of Supply; Valuation for GST- Valuation rules, taxability of reimbursement of expenses; Classification of Goods and Services: Composition and Mixed Supplies.</p>	22
II	<p>Input Tax Credit: Eligible and Ineligible Input Tax Credit; Apportionments of Credit; Transfer to Input Credit; Payment of Taxes; Refund: Doctrine of unjust enrichment; TDS, TCS. Reverse Charge Mechanism, Job work.</p> <p>Provision of refund: refund of IGST, refund of unutilized ITC, other refund. Transition provision.</p> <p>Customs Laws: Basic concepts of customs law, Application of customs law, taxable event, charge of custom duty, exceptions to levy of custom duty, exemption from custom duty, Types of custom duties –Basic, Countervailing & Anti- Dumping Duty, Safeguard Duty, Valuation of Imported and exported goods, Baggage rules, Import and Export Procedures.</p> <p>Warehousing, Types of Warehouses, Warehousing Bonds, Period of Warehousing, Removal of goods from Warehouse, Clearance for home consumption</p>	23

Reference Books/ Text Books / Cases:

- * Datey, V. S. Indirect Tax Law and practice, Taxmann Publications Pvt. Ltd., Delhi,
- * Kumar, S. Systematic Approach to Indirect Taxes.
- * Gupta, S. S. Service Tax -How to meet your obligation Taxmann Publications Pvt. Ltd., New Delhi
- * Vineet Gupta & Dr. N.K. Gupta, Fundamentals of Goods & Services Tax, Bharat Law House Pvt. Ltd., New Delhi
- * Mehrotra H.C & Agarwal V.P; Goods and Service Tax, Sahitya Bhavan Publications, Agra.

Focus: This course focus on Entrepreneurship aligned with CO3

Intended Outcomes: After completion of the course, student will be able to:

- * *Comprehend the tax laws and procedures relating to Indirect Taxes.*
- * *Realize the basic knowledge about application of principles and provisions of GST.*
- * *Understand provisions related to Customs Laws.*
- * *Appreciate the learning through extempore-like situation.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCC0010: INTRODUCTION OF BEHAVIOURIAL FINANCE

Introduction: Behavioral finance examines investor behavior to understand how people make decisions, individually and collectively. Behavioral finance does not assume that investors always act rationally, but instead that people can be negatively affected by behavioral biases.

Objectives: To Examine how the insights of behavioral finance theories shed light on the behavior of individual investors and finance professionals in investment decision-making and corporate financial decision-making.

To help students appreciate the limitations of 'rational' models of investment decision making

To introduce students to an alternate framework for understanding price discovery in the markets

To help students identify persistent or systematic behavioral factors that influence investment behavior.

Credits: 04

Semester IV

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
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I	<p>Introduction to Behavioral Finance-Overview, Nature, Scope, Objectives, Significance & Application, History of Behavioral Finance;</p> <p>Psychology: Concept, Nature, Importance The psychology of financial markets, The psychology of investor Behavior, Theories of Behavioral Finance.</p> <p>Neurophysiology of Risk-taking, Personality traits and risk attitude in different domains</p> <p>Rationality :different ways to define rationality: dependence on time horizon, individual or group rationality.</p> <p>Building block of Behavioral Finance, From standard finance to behavioral finance, Are financial markets efficient?</p> <p>Cognitive Psychology and Arbitrage, Demands by arbitrageurs, Definition of arbitrageur, Transaction cost and short selling Cost, Fundamental Risk, Noise-Trader Risks, Professional Arbitrage.</p>	22
II	<p>Biases meaning and types -Cognitive biases and Emotional biases.</p> <p>Decision-making under risk and uncertainty, Expected utility theory, Prospect theory, Barnewall Two-Way Model, Bailard, Biehl, and Kaiser Five-Way Model, Allais and Elsberg's paradoxes</p> <p>Weather, emotions, and financial markets: sunshine, geomagnetic activity, Mechanisms of the external factor influence on risk perception and attitudes, Connection to human psychophysiology and emotional regulation, Misattribution as a mechanism for external factors influence, Emotional content of news articles and their correlation with market dynamics, strategic timing of good and bad news announcements.</p> <p>Social trends and market dynamics: music, fashion, demographics, Group Behavior: Conformism, herding, fatal attractions</p>	23

Reference Books/ Text Books / Cases:

- * Kahneman, Daniel & Tversky, Amos. Choices, Values and Frames. Cambridge University Press
- * Shleifer, Andrei. Inefficient Markets-An Introduction to Behavioral Finance. Oxford University Press
- * Thaler, Richard & Barberis, Nicholas. A Survey of Behavioral Finance,
- * M. M. Sulphey, Behavioural Finance, PHI Learning
- * Lucy Ackert and R. Deaves, Understanding Behavioural Finance, Cengage Learning
- * Pompian, Michael M, Behavioral Finance and Wealth Management. Wiley: New Jersey.
- * William Forbes, Behavioural Finance, Wiley India Pvt Ltd

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the various investment avenues for investment decisions.
- * Recognize the role of psychology in investment decisions.
- * Comprehend the irrational behavior of investors and impact of biases.
- * Appreciate the relationship between environmental factors and investment decisions.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BFBC0011: FUNDAMENTALS OF BUSINESS ANALYTICS

Introduction: This course in fundamentals of business analytics has been designed keeping in mind the significance of it in management studies and how it can be used in business scenarios.

Objectives: To enable the students to gain insights into how business analytics is used by business and how they can benefit from the same.

Credits: 04

Semester IV

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Business Analytics Basics: Introduction to Business Analytics; Significance and Usage of Business Analytics in Solving Real-life problems; Scope of Business Analytics; Data For Business Analytics: Data classification, Databases, Big Data and its Applications in Modern Businesses, Implications of Data Reliability and Validity; Risk Assessment with the help of Data Fundamental Skills in MS-Excel: Using Basic Excel Formulas solving regular problems and implications of the same for Contemporary Organizations.	22

	Understanding Data Visualization: Significance, Tools and software of Data Visualization in research, Microsoft Excel Tools for creating charts, Data Bars, Color Scales, and Icon Sets, Sparklines, Data Queries: Tables, sorting and Filtering.	
II	Data Analysis:- Meaning of Hypothesis, Formation and Testing of Hypothesis, Interpretation of results and Application in Real-world situations. Basics of Descriptive, Prescriptive and Predictive Analytics: Significance and Application of Descriptive Analytics, Basics of population and samples study. Understanding and Using Measure of Locations, Dispersion, Shape and Association in Business Decisions. General Understanding of Predictive Analytics, Using Predictive Analysis in Business, Data Collection Trends; Correlation and Regression, Meaning and Scope of Data Mining Nature and Significance of Prescriptive Analytics, Implications of Prescriptive Analytics by modern-day firms in varied circumstances	23

Reference Books/ Text Books / Cases:

- * Cooper, D. R., & Schindler, P. S. Business Research Methods. New Delhi: Tata McGraw-Hill.
- * Kothari, C. R. Research Methodology - Methods & Techniques. New Delhi: New Age Publishers.
- * Sachdeva, J. K. Business Research Methodology. New Delhi: Himalaya Publishing House.
- * Sekaran, U. Research Methods for Business - A Skill Building Approach. New Delhi: Wiley India Pvt. Ltd.
- * Srivastava, T. N., & Rego, S. Business Research Methodology. New Delhi: Mc. Graw-Hill.

Focus: This course focus on Entrepreneurship aligned with CO1

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the nuances involved in business analytics.*
- * *Comprehend the numerous aspects related to business analytics.*
- * *Relate the principles of business analytics in business situations.*
- * *Realize various aspects of related concepts in business analytics.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCMC0013: RESEARCH METHODOLOGY FOR BUSINESS



Introduction: This course in business research has been designed keeping in mind the significance of it in management studies and how it can be used in business scenarios.

Objective: To enable the students to gain insights into how research is carried out in business and how they can benefit from it.

Credits: 04

Semester IV

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction of Research Methodology: Meaning, Objective, Types and Significance of Research,</p> <p>Nature and Scope of Business Research –Role of Business Research in decision making. Applications of Business Research</p> <p>The Research process –Steps in the research process; the research proposal; Defining Research problems: Management decision problem vs. Business Research problem., Literature Review, Formation of Hypothesis, Research Design: Types of Research Design, Research design in case of different research studies</p> <p>Sampling: Concept, Census vs. Sampling, Advantages and Limitation of Sampling, Sampling process, Types of Sampling: Non- probability sampling techniques, Probability sampling techniques, Sampling and non sampling errors, Criteria of a Good Sampling Design.</p>	22
II	<p>Data collection and Questionnaire Design: primary and secondary data collection, Methods for data collection, Guidelines for developing a good questionnaire.</p> <p>Measurement and Scales: Levels of measurement—Nominal, Ordinal, Interval and Ratio, Attitude Measurement: Comparative scaling techniques, Non-comparative scaling techniques</p> <p>Analysis of Data: Data preparation & preliminary analysis, practices through Excel (Basic Concepts) and SPSS, Statistics in Research, Data Presentation using Charts and Diagrams</p> <p>Report Writing & Interpretation: Types of Research Reports, Guidelines for Writing a Report, Report Format, Guidelines for evaluating a report.</p>	23

Reference Books/ Text Books / Cases:

- * Cooper, D. R., & Schindler, P. S. Business Research Methods. New Delhi: Tata McGraw-Hill.
- * Kothari, C. R. Research Methodology -Methods & Techniques. New Delhi: New Age Publishers.
- * Sachdeva, J. K. Business Research Methodology. New Delhi: Himalaya Publishing House.
- * Sekaran, U. Research Methods for Business -A Skill Building Approach. New Delhi: Wiley India Pvt. Ltd.
- * Srivastava, T. N., & Rego, S. Business Research Methodology. New Delhi: Mc. Graw-Hill.
- * Rajendra Nargundka Marketing Research : Text & Cases, Tata McGraw Hill
- * Zikmund, Essentials of Marketing Research, Cengage Learning

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the meaning and concept of research with relation to Commerce at international level.
- * Realize the various types of research and its implications at Global level
- * Analysis and Application of research in field of Commerce globally
- * Apply various IT enabled tools in Research to perform World class Research Analysis

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BAL00107: COMPANY LAW AND SECRETARIAL PRACTICES

Introduction: This course would give insight into the basics of Company Law and Secretarial Practices to acquaint the students with the Extensive exposure to corporate law issues and make them enable how to handle complex legal and secretarial issues.

Objectives: To impart expert knowledge of the various provisions of the Companies Act, its schedules, rules, notifications, circulars including secretarial practice, case laws and Secretarial Standards.

Credits: 04

Semester IV

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Company Law: Company Law; Meaning, Nature, Characteristics of a company; types of companies, formation of company, Memorandum of association, Articles of Association, Doctrines of Constructive notice and Indoor Management, Prospectus, types and its contents; Concept of Corporate Veil. Meaning of Share & Share Capital, its types; Concept of issue and allotment of Securities; transfer and transmission of Shares.	23

	Management: Definition of directors, types; appointment, removal of directors; powers and duties; key managerial personnel;	
II	Corporate Governance: Meaning & Importance of corporate governance. Company Meetings: Meaning and types of meeting, requisites of a valid meeting. Winding Up Concept and modes of winding up, National Company Law Tribunal (NCLT). The Company Secretaries Act, 1980 along with Rules and Regulations; Qualification & Appointment of company secretary: functions of company secretary, rights and duties of Company secretary. Removal of company secretary. Legal framework governing Company Secretaries: Disciplinary Mechanism and Penalties for Professional Misconduct; Ethics in Profession, Professional Liabilities.	22

Reference Books/ Text Books / Cases:

- * Company Law and Secretarial Practice –N.D. KAPOOR, S.Chand & Co.
 - * Sangeet Kedia, Advanced Company Law and Practice, Pooja Law Publishing Company,
 - * Company Law and Secretarial Practice – Tandon.
 - * Company Law and Secretarial Practice – P.K. Ghosh, S.Chand & Sons.
- Company law & Secretarial Practice: Dr. P N Reddy & H R Reddy: Himalaya Publication

Focus: This course focus on Employability aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the existing provisions of Companies Act, 2013 & Companies Secretaries Act, 1980.*
- * *Understand the constitution of various regulatory bodies and their supervisory role over companies.*
- * *Appreciate the role played by Company Secretary in companies.*
- * *Comprehend the importance of documentation for business units in a corporate culture.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6, PO7/PSO3

BAL01108: CONSUMER PROTECTION LAWS

Introduction: *The subject aims to acquaint the students in grasping the details as to consumer protection law and right of consumer for the betterment of the same.*



Objectives: Students would be able to develop a basic understanding about Consumer protection and law in relation of their protection.

Credits: 04

Semester IV

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Consumer relations, market development, consumerism and globalization, Legislative Framework: Evolutionary steps of Consumer Protection Laws in India- Historical Approach; Consumer Protection Act, 2019 -Legislation objectives, Definitions, Rights of consumer, Consumer Dispute Redressal Forum: Three tier system (grievance redressal), Jurisdiction, Complainants under Consumer Protection Act. Appeals and adjournments, Relief to consumer, limitations and other procedures. Role of UN in consumer rights.	23
II	Features of Competition Act, 2002; Highlights of Food Safety and Standards Act, 2006; Features of Legal Metrology Act, 2009. Case Studies of Consumer Protection: Goods – laws on manufacturing defects; Service – Airlines, Banking & Insurance, Medical & Lawyers negligence Emerging Issues In Consumer Protection And Law: Role of Civil Society in Consumer Protection, E-Commerce and Consumer Rights, ADR in resolution of Consumer disputes.	22

Reference Books/ Text Books / Cases:

- * Consumer Protection Act: object and purpose of the Act and need to avoid references of consumers' complaints to civil courts, T.N. Pandey.
- * Law of Consumer Protection in India, D.N. Saraf, N.M. Tripathi. Comp LJ 10
- * Law of consumer protection, Singh Avtar
- * Consumer Protection, Dr. V.K. Agarwal, Bharat Publication.
- * Consumer Law in the information society, Wilhelm & son et. al.
- * Consumer Protection in the 21st Century: A Global Perspective, William T. Vukowich,

Focus: This course focus on Employability aligned with CO3

Intended Outcomes: After completion of the course, student will be able to:

- * *Comprehend the prevailing law on consumer protection in India.*
- * *Awareness about basic procedures for handling consumer dispute.*
- * *Recognizing major international instruments on consumer protection.*
- * *Grasping the evolving questions and policy issues in consumer law for future research.*
- * *Understand the nuances related to consumer protection & e-commerce*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
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CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6, PO7/PSO3

BCCC0805: COMMERCIAL APTITUDE - IV

Introduction: This course has been designed keeping in mind the requirements of those students who intend to pursue higher education in management and excel in other fields.

Objective: To help the students understand about the various competitive exams of management and how to prepare for the same and provide them understanding on techniques. The purpose of this course is to make them agile in solving these problems on basis of sound logics and to develop a habit of doing this so they can achieve their target.

Credits: 02

Semester IV

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Quantitative Aptitude: Permutation & Combination: Basic Theory of Selection and Arrangement, Relation between Permutation and Combination, Problem of forming number and words with and without repetition, Circular Permutation.</p> <p>Time Speed and Distance: Relation between Time, Speed, Distance, Problem on Boats, Problem on Trains, Relative Speed (Same Direction and Opposite Direction), Circular Motion, Races.</p> <p>Reasoning Ability: Deductive Reasoning: Introduction to Primary Statements of logical deduction. Understanding of different premises (like ALL, SOME, SOME NOT, NO). Conversion of given statements to basic premises, Introduction to different solving methods like (Syllogism, 100-50 and Universal-Particular).</p>	22
II	<p>Quantitative Aptitude:</p> <p>Basics of Geometry: Cartesian System, Distance Formula, Section Formula, Slope of a line, Different Forms of Equation of line, Condition of perpendicularity and parallelism, Different Geometric Centre, Condition of Collinearly, Area of triangle.</p> <p>Reasoning Ability:</p> <p>Problem Solving-I: Distribution, Introduction of structure based distribution (Like sitting arrangement, Family tree based etc.), Pure Information Based distribution (Like table formation).</p> <p>Syllogism-I: Basic Terminology, Venn diagram Approach with three logics intersection, inclusion and exclusion. Introduction of Different Premises. Conversion of a general sentence into a</p>	23

	given premises. Finding most appropriate conclusion(s) from given statement(s) or premise(s). Inductive Approach:- Finding premise(s) or statement(s) from given conclusion(s).	
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Reference Books/ Text Books / Cases:

- * How to prepare for Quantitative aptitude test for CAT , by Arun Sharma, Fifth edition, T.M.H publication
- * How to Crack Test of Reasoning: In All Competitive Exam , by jaikishan and premkishan, Arihant publication
- * Analytical Reasoning Revised Edition by, M.K pandey, BSC publication
- * Quantitative aptitude by R.S aggarwal for Bank P.O/I.B.P.S P.O/A.A.O / Railways , S. chand publication
- * Patodi, B, Choudhary, A, Verbal Ability & Comprehension for CAT/ XAT/ IIFT/ CMAT/ MAT/ Bank PO/ SSC 2nd Edition, New Delhi, Disha Publication.
- * Saxena, V, Bhatia, V, Crack WAT/GD/PI for MBA Admissions (Must for CAT/ XAT/ IIFT/ FMS/ SNAP/ NMAT/ CMAT Aspirants), New Delhi, Disha Publication

Focus: This course focus on Entrepreneurship aligned with CO2

Intended Outcomes: After completion of the course, student will be able to:

- * *Deduce inferences related to various situations at hand*
- * *Realize the agile solving problems.*
- * *Understand the logical problems and improving the visualizing ability.*
- * *Utilize the learning gained with regard to logical reasoning*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6, PO7/PSO3

BCCC0011: COMPANY ACCOUNTS AND PRACTICES- I

Introduction: This subject of Company Accounts and Practices -I discuss the topics such as; issue of Shares and Debenture, Redemption of Share and Debenture, Company Final Accounts etc.

Objective: To provide knowledge and skills applicable to Company Accounting and procedure involved in preparing consolidated financial statements of companies

Credits: 04

Semester V

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Accounting for Share Capital: Meaning and kinds of share capital; Issue of shares- at par, at premium, over- subscription of shares, under-subscription of shares, calls in arrears, calls in advance, minimum subscription with simple numerical problem. Accounting of Forfeited Share: Forfeiture and Re-issue of forfeited share capital; Buy-back of equity shares. Redemption of Preference Shares: Types of preference shares, sources of redemption, accounting entries. Accounting of Debenture: Meaning and types, Issue of debentures- at par, at premium, at discount; Redemption of debentures with the various methods under redemption of debentures.	22
II	Underwriting of Share and debenture. Profit or Loss Prior to Incorporation: Accounting treatment cut-off date, Basis of Apportionment.	23



	<p>Internal Reconstruction or Capital Reduction: Meaning, Objective, Procedure, form of reduction, accounting arrangements, passing of Journal Entries, Preparation of Balance Sheet after Reconstruction.</p> <p>Company Final Accounts: Framework for preparation and presentation of Financial statement in accordance with Indian Companies Act 2013 and Indian Accounting Standard (Ind AS) with treatment of special items- Interest on debentures, Interest out of capital & dividends and Managerial Remuneration.</p>	
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Reference Books/ Text Books / Cases:

- * Gupta R. L., &Radhaswamy, M., Company Accounts. New Delhi, India: Sultan Chand.
- * Jain, S. P., Advance Accountancy-II. New Delhi, India: Kalyani.
- * Maheshwari S. N.,Corporate Accounting. New Delhi, India: Vikas.
- * Monga, J. R.,Basic Corporate Accounting. New Delhi, India: MKM.
- * Shukla M. C., Grewal, T.S., & Gupta, S. C.,Advanced Accounts. New Delhi, India: Sultan Chand.
- * P. C. Tulsian and Bharat Tulsian, Corporate Accounting, S.Chand.
- * Amitabha Mukherjee, Mohammed Hanif, Corporate Accounting, McGraw Hill Education.

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the concept related with company accounts.*
- * *Identification of the books of accounts for businesses organizations.*
- * *Comprehend the internal reconstruction and various aspects of company accounts.*
- * *know the provisions of Company Act 2013 and preparation of final accounts of the company.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCC0012: FINANCIAL REPORTING AND TAXATION

Introduction: This course has been designed to enable the students to understand the financial reporting and taxation and provide information about the financial position.

Objective: To enable the students to prepare financial statements and seeking the performance of an enterprise that is useful in making economic decisions

Credits: 04

Semester V

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
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I	<p>Regulatory Environment of Financial Reporting: Major Regulators: National Regulators, International Financial Reporting Standards (IFRS foundation), International Accounting Standards Board (IASB), International Organization for Securities Commissions (IOSCO), Standard setting process, difference between rules-based and principles -based regulations, International Integrated Reporting Council (IIRC)</p> <p>Corporate Governance Principles to Financial reporting: Need and scope for corporate governance regulations, different approaches to corporate governance regulations.</p> <p>IFRS Conceptual Framework: objectives and overall purpose of financial reporting, Qualitative characteristics of financial information, reporting entities and its boundaries, Recognition (and de-recognition), measurement bases, presentation and disclosure, Concept of Capital Maintenance.</p> <p>Specific Financial Reporting Standards: AS 16 — Property, Plant & Equipment, IFRS 5 — Non-current Assets Held for Sale or Discontinued Operations, IFRS 16 — Leases, IAS 36 — Impairment of Assets, IAS 2 — Inventories, IAS 10 — Events After the Reporting Period.</p>	22
II	<p>Financial Reporting Standards to prepare Financial Statements: AS 1 — Presentation of Financial Statements: preparation of statement of Financial position, statement of comprehensive income, statement of changes in equity, IAS 7 — Statement of Cash Flows.</p> <p>Principles of Taxation : Meaning, features of direct and indirect taxes, corporate and personal taxes, differentiate direct vs. indirect, corporate vs. personal, difference between accounting profit and taxable profit, exempt income, income tax under different rules, allowable expenditure, capital allowances, reliefs, tax on sale of asset, computation of corporate tax.</p> <p>Other issues of taxation: Taxation across international borders- Corporate residence, Types of overseas operations (e.g., subsidiary or branch), Double taxation, Transfer pricing; Ethics of taxation- Tax avoidance, Tax evasion</p> <p>Short- term Finance: Sources and types of short term finance- Trade payables, Overdrafts, Short-term loans, Debt factoring, Trade terms, Trade partners, Banks.</p> <p>Managing Cash and Working Capital: Meaning and Computation of operating cycle and cash flow cycle, Receivables management, payables management, inventory management, risk relating to working capital, short- term cash flow forecasting, investing short-term cash.</p>	23

Reference Books/ Text Books / Cases:

- * CIMA Study Text F1 Financial Reporting and Taxation; Kaplan Publishing – UK
- * Elliott, B. & Elliott, J. Financial Accounting and reporting, Pearson Publishing, Cambridge.
- * Charles H. Gibson, Financial Reporting & Analysis, South Western- CENGAGE Learning
- * Sharma, P. & Bhalla, K Financial Reporting, Taxmann Publications
- * Nick A. Dauber, Jae K. Shim, Joel G. Siegel Financial Reporting, John Wiley & Sons.
- * Agarwal B.K, Income Tax Laws and Practice- Sahitya Bhawan Publications
- * Singhania V. K. Students' Guide to Income Tax, Taxmann, New Delhi
- * Ahuja, G. and Gupta, R. Systematic approach to income tax; Sahitya Bhawan publications, New Delhi



- * Mehrotra H. C. Income Tax Law & Accounts; SahityaBhawan, Agra
- * Prasad, B. Income Tax Law & Practice; Wiley Publication, New Delhi

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the major provisions to regulate financial reporting.*
- * *Grasp the financial reporting standards to prepare financial statements.*
- * *Understand how to manage working capital in an organization.*
- * *Comprehend the Corporate Governance principles in financial reporting.*
- * *Recognize taxation across international borders.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0101: AUDIT & ASSURANCE

Introduction: Audits are retrospective, independent checks on an organisation's financial situation. They are often a legal requirement. Assurance services can be regulatory or compliance-based. They work to ensure that a company or organisation is following guidelines, rules and policy, and provide both internal and external confidence for financial statements.

Objective: provide students a broad understanding of the current theories, guidelines and policies relating to auditing of financial statements and Enabling the students to know the process of auditing under different environment

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Basics of Audit – Meaning, Nature, Objectives and Scope of Audit; Types of Audit; Advantages of Audit of financial statements, Inherent limitations of Audit; Relationship of Auditing with other disciplines; Role of Auditing and Assurance Standard Boards; Qualities of an Auditor. Audit Planning, Audit Strategy and Audit Programme.</p> <p>Audit Documentation and Audit Evidence – Audit Documentation and Audit file, Assembly of the final audit file; Sufficiency and appropriateness of Audit Evidence, Sources of Audit Evidence, Types of Audit Evidence, Relevance and Reliability.</p>	22
II	<p>Risk Assessment and Internal Control – Audit Risk, Internal Control, Internal Control and 'IT' Environment, Materiality and Audit Risk, Internal Audit.</p> <p>Fraud and Responsibilities of the Auditor in this regard – Meaning and Characteristics of fraud, Detection of fraud and error: Duty of an auditor, Fraud risk factors, Fraud reporting.</p> <p>Audit in an automated environment – Key features of an automated environment, Risk and Controls in an automated environment, Testing Methods, Data analytics for audit.</p>	23

Reference Books/ Text Books / Cases:

- * Eilifsen, A., Messier, W.F jr, Glover, S.M., and Prawitt, D.W. Auditing & Assurance Services. Third International Edition. (2014): Mandatory Reading instructions:
- * Auditing Assurance Standards and Guidelines issued by ICAI.

Focus: This course focus on Employability aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the main concepts of auditing and assurance.
- * Appreciate auditing standards and statements.
- * Recognize the audit process under different environments.
- * Identify risk under audit and assess measures of internal control.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)



COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0102: FINANCIAL AUDIT

Introduction: A financial audit is conducted to provide an opinion whether financial statements (the information being verified) are stated in accordance with specified criteria. Financial audits exist to add credibility to the implied assertion by an organisation's management that its financial statements fairly represent the organisation's position and performance to the firm's stakeholders.

Objective: To provide students a broad understanding about the financial audit and Enabling the students to know the process of auditing of financial statements

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>(A) Introduction-Meaning and Definition of Financial Audit-Objectives of Financial Audit - Accounting Ethics and Auditing- Auditing and Assurance Standards-Concept of Auditor's Independence-Audit Evidence-Concept of Materiality-Concept of True and Fair view in Financial Auditing.</p> <p>(B) Introduction: Fraud with Ledger – Audit of Purchase Ledger – Audit of Sales Ledger – Audit of General Ledger – Outstanding Assets and Liabilities – Vouching of Some Items – Outstanding Liabilities – Some Outstanding Liabilities - Contingent Liabilities – Contingent Assets.</p> <p>Inquiry and Reporting u/s 227 (1A) – Financial Statements u/s 227 (2) – Information and Explanations u/s 227 (3)(a) – Proper books of Accounts u/s 227(3)(b) – Branch Auditors Report u/s 227(3)(bb) – Books and Financial Statements u/s 227(3)(c) – Accounting Standards Compliance u/s 227(3)(d) – Directors' Disqualification u/s 227(3)(f) – Cess u/s 441A – 227(3)(g) – CARO 2003 matters u/s 227(4A) – Special Consideration for Banking Company – Directors Report and Auditors Duties – Knowledge of Subsequent Events after Signing the Audit Report.</p>	22
II	<p>– SEBI guidelines concerning audit report international reporting requirements (familiarization).</p> <p>(A) Capital and Revenue Items : Importance of Allocation - Capital Expenditure – Revenue Expenditure – Auditor's Duty As Regards Capital and Revenue Items – Deferred Revenue Expenditure - Auditor's Duty as Regarded Revenue Expenditure - Example of Capital Expenditure - Example of Revenue Expenditure – Unusual Expenditure – Capital Receipts – Revenue Receipts – Capital and Revenue Losses.</p> <p>(B) Financial Statement – Audit – Registers of Records - Submission of Returns – Investments – Limits of Deposits with one institution – Form of Contents of Balance Sheet – Liabilities - Asset side – Other Accounts - Special Aspects of Audit - Compliance with Law – Audit of the Head Office.</p>	23

Reference Books/ Text Books / Cases:

- * Tandon B.N. Practical Auditing, S Chand & Co.Ltd. New Delhi.Auditing Assurance Standards and Guidelines issued by ICAI.
- * Gupta Kamal, Contemporary Auditing, Tata McGraw-Hill Publishing Co.Ltd. New Delhi.
- * Dr. K. R. Dixit, Auditing – Vishwa Publishers & Distributors, Nagpur.



Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the main concepts of financial audit.*
- * *Comprehend audit reports of organizations.*
- * *Appreciate the auditing of financial statements.*
- * *Recognize capital and revenue expenditure and its allocation*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0103: COST & MANAGEMENT AUDIT

Introduction: *The subject aims to provide the relevance and process of doing cost and management audit in India.*

Objective: *To familiarize the students of the audit procedure in companies and to develop an understanding of the duties, responsibilities and liabilities of a company auditor*

Credits: 04
Semester V
L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction -Eligibility, Qualifications and disqualifications – Appointment of Auditors – Reappointment of Auditors – Removal of Auditors – Remuneration of auditors- Auditors powers and duties– Branch Audit – Special Audit u/s 233A – Cost Audit u/s 233B and special power assigned during management audit– Ceiling on the number of Audits – Remuneration of Auditors – Joint Auditors – Statutory Report, Cost Records and Cost Audit- As per Companies Act, 2013, Companies (Cost Records and Audit) Rules, 2014 Auditors Liability - Liability under Companies Act – Liability under Chartered Accountant Act – Liability under any other Act– Decisions of Significant Cases.	22
II	Nature and scope of cost and management audit, Provisions under Companies Act relating to maintenance of Cost Records and Cost Audit. Management Reporting - Issues under Cost and Management Audit. Internal audit and operational audit (a) Concept of internal and operational audit (b) Internal Audit–techniques and procedures (c) Evaluation of internal control system, budgetary control system, inventory control system, management information system (d) Management Process Audit(e) Impact of IFRS on the Cost Structure, Cash Flow and Profitability.	23

Reference Books/ Text Books / Cases:

- * Saxena and Saravanavel. Practical Auditing, Himalaya Publishing House, Mumbai.
- * Pagare Dinkar. Auditing, Sultan Chand & Sons, New Delhi.
- * Prakash Jagadeesh, Auditing: Principles and Practices, Chaitanya Publishing House, Allahabad.
- * Spicer & Pegler, Practical Auditing.
- * Woolf, Emile, Auditing Today.
- * Basu, Sanjib Kumar, Fundamentals of Auditing, Pearson.

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understanding the process of preparation of cost audit report.*
- * *Comprehend the concept of management audit and its usefulness.*
- * *Evaluates the Managers strategies ,policies, Decision making Process*



Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0104: DRAFTING, APPEARANCES AND PLEADINGS

Introduction: The subject 'Drafting, Appearances and Pleadings' will teach legal drafting abilities, legal frame work pertaining to the appearances before various tribunals/quasi-judicial bodies and the basic understanding of the principles of pleadings

Objective: To enable the students with fundamentals of drafting, pleadings and advocacy techniques.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	General Principles of Drafting General Principles and Rules of Drafting of Deeds and Conveyance, Basic Components of Deeds, Endorsement and Supplemental Deeds, Aids to Clarity and Accuracy, Legal Requirements and Implications. Drafting of Agreements Drafting of Various Agreements Including Collaboration Agreements, Arbitration; Guarantees, Counter Guarantees; Bank Guarantee, Hypothecation Agreement, Outsourcing Agreements, Service Agreements, Leave and License, Etc. Drafting of Various Deeds Deed of Sale of Land, Building, Mortgage, Licence, Lease, Assignment, Trust, Partnership, Power of Attorney, Etc. Drafting of Agreements Under the Companies Act Pre-Incorporation Contracts; Memorandum and Articles of Association and Other Agreements	22
II	Appearances and Pleadings Appearance Before Tribunals/Quasi-Judicial Bodies Such As CLB, SAT, NCLT, CCI, TRAI, Etc. And Appellate Authorities. Drafting of Petitions/Applications; Drafting of Written Statement, Counter Affidavit, Reply and Rejoinder. Drafting of Affidavit in Evidence; Arguments on Preliminary Submissions, Arguments on Merits; Legal Pleadings and Written Submissions. Drafting and Filing of Appeals, Write Petitions, Special Leave Petition, Revision and Review Applications, Affidavits. Compounding of Offences Compounding of Offences Under the Companies Act, SEBI Act, FEMA Etc. Consent Orders. Dress Code, Etiquettes and Court Craft.	23

Reference Books/ Text Books / Cases:

- * G.M. Kothari and Arvind Kothari: Drafting, Conveyancing and Pleadings; N.M. Tripathi (P.) Ltd., Bombay.
- * Drafting, Appearances and Pleadings Paperback – By CS Ravishankar Periwal
- * Drafting, Appearances and Pleadings by A.K. Sonifor CS- Professional.
- * Drafting, Appearances and Pleadings by CS Annap Jain, Pooja Law House SangeetKedia.

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic skills required for drafting.
- * Comprehend the relevance of legal formalities in businesses to make informed decision.
- * Realize the difference and importance of various agreements.

* Retaining the various laws governing the business and their effect on it.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BBAE0305: INVESTMENT MANAGEMENT

Introduction: The course is intended to develop familiarity with the theory and empirical evidence related to investment analysis and portfolio management.

Objectives: To enable the students to gain insights into how to become professional investors or researchers in the field of finance and investment

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Investment – Nature, Objectives and Process, Investment, Speculation & Gambling, Factors influencing selection of investment, Alternatives for Investment, Capital Market and its classification</p> <p>New Issue Market: Concept, Function, Role, Concept of Underwriting, Methods of Floating New Issue, Pricing of New Issue.</p> <p>Secondary Market: Stock Exchanges in India – BSE & NSE, Functions of Stock Exchange, Trading System – Parties Involved, Mechanism of Price Quotes, Types of Order, Settlement, Concept of Dematerialization, Online Trading,</p>	22
II	<p>Market Indices – SENSEX & NIFTY, Introduction to Future & Options Segment, Concept of Mutual Funds.</p> <p>Fundamental Analysis: Economy Analysis, Industry Analysis, Company Analysis</p> <p>Technical Analysis: Assumptions, Dow Theory, Support & Resistance Level, Indicators, Charts – Point & Figure Chart, Bar Chart, Chart Patterns, Limitations, Overview of Efficient Market Theory.</p>	23

Reference Books/ Text Books / Cases:

- * Bhalla, V. K. Investment Management. New Delhi: S. Chand & Company Ltd.
- * Bhat, S. Security Analysis and Portfolio Management. New Delhi: Excel Books.
- * Chandra, P. Investment Analysis and Portfolio Management. New Delhi: Tata McGrawHill.
- * Khatri, D. K. Investment Management and Security Analysis. New Delhi: Macmillan Publishers India Ltd.
- * Pandian, P. Security Analysis and Portfolio Management. New Delhi: Vikas Publishing House Pvt. Ltd.
- * Ranganatham, M., & Madhumathi, R. Investment Analysis and Portfolio Management. New Delhi: Pearson

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Comprehend the investment alternatives that exist in the financial markets.*
- * *Understand the market for investment assessment.*
- * *Remember the ways of analysis for secondary markets.*
- * *Recognize fundamental and technical analysis with regard to investment.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4, PO5/PSO4
CO4	PO6/PSO3

BCCE0201: CAPITAL MARKETS & SECURITIES LAWS

Introduction: This subject of Capital Market and Securities Laws features sections on capital market, capital market securities and regulation of capital market to protect the interest of investors.

Objective: To enable the students to acquire knowledge and understanding of securities laws and the regulatory framework of capital markets.

Credits: 04

Semester V

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Capital Market – an Introduction, Meaning and Significance of Capital market, Capital Market vis-a-vis money market, Market Players and Companies, Securities Regulatory Framework Governing Indian Capital Market.	22

	<p>Capital Market Securities and Instruments – Equity, Debentures, Preference Shares, Sweat Equity, Shares with Differential Voting Rights, Share Warrants, ESOP, ADR, GDR & IDR, FCCB, Foreign Currency Exchangeable Bonds Scheme.</p> <p>Securities and Exchange Board of India – Structure and Organization, Role and Powers, Functions and Regulations, Capital Issue (Control) Act, 1947 (Repealed in 1992), SEBI Act, 1992.</p>	
II	<p>Fraudulent and Unfair Trade Practices – Market Manipulation, Trade based Manipulation, Information based Manipulation, SEBI (Prohibition of fraudulent and Unfair Trade Practices relating to securities market) Regulations, 2003.KYC, Case Studies: Harshad Mehta, Ketan Parekh, Sunil Mehta.</p> <p>Insider Trading – Meaning, Prohibition of Insider Trading (PIT) Regulations, 2015, Insider Trading Policy, Insider Trading Code of Conduct, Case Studies: Hindustan Unilever Limited and Brooke Bond Lipton Ltd., Ranbaxy Insider trading case.</p> <p>Issue of Capital and Investment – Companies Act 2013 on Issue of Capital, SEBI Regulations on Issue of Capital, Investor Protection – Meaning and Significance of Investor Protection, Regulatory measure to Promote Investor Protection – Grievance and Redressal Mechanism, Investor Education and Protection Fund. Arbitration in Stock Market.</p> <p>Stock Market Intermediaries – Stock Exchange, Depositories – NSDL, CDSL, Depositories Act 1996, Custodian, Credit Rating, Rating Agencies in India, Clearance House, Financial Institutions, Stock Brokers and Sub-brokers, Advisors, their rules, regulations and code of conduct framed by SEBI, Securities Contract Regulation Act 1956.</p>	23

Reference Books/ Text Books / Cases:

- * Gordon, E. & Natarajan, H. Capital Market in India. Mumhai. Himalaya Publishing House.
- * Agarwal, Sanjeev. Guide to Indian Capital Market. New Delhi. Bharat Law House Pvt. Ltd.
- * Khan, M.Y. Indian Financial Systems. New Delhi. McGraw-Hill Education India Pvt. Ltd.
- * Bhalla, V.K. Investment Management - Security Analysis and Portfolio Management, New Delhi. S Chand & Co Ltd.
- * Gopalaswamy, N. inside Capital Market. Mumbai. Macmillan india Ltd.
- * Agrawal, Sumit et al. SEBI Act - Legal Commentary on SEBI Act, 1992. New Delhi, Taxmann Publications (P) Ltd.
- * Jonnalagadda K, Securities Law, LexisNexis, New Delhi.
- * Kaushik L, Unfair Trade Practices in Securities Market, Taxmann Publications (P) Ltd.
- * Mishra B, Law relating to Insider Trading Taxmann Publications (P) Ltd.
- * Parekh S, Fraud, Manipulation and Insider Trading in the Indian Securities Markets.

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the concepts and the functioning of capital market in India.*
- * *Appreciate the structure and regulatory framework of capital market in India.*
- * *Realize the various forms of regulations and protection available for investors.*
- * *Comprehend the issue management in the capital market.*



Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3



Introduction: This subject of Financial Services will describe the various types of financial services rendered by banking and non-banking financial corporations (NBFCs).

Objective: To enable the students to understand the concept and role of financial services in Indian financial system

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Financial System: Meaning, functions, components of financial system and role of financial system in economic development and growth;</p> <p>Financial Services: Meaning, Nature, fund based and non-fund based financial services (National Institute of Financial Management), Overview of financial services in India;</p> <p>Leasing: Concept, Classification, Tax, Legal and Accounting Aspects of leasing, Types of lease, Parties involved in lease</p> <p>Hire Purchasing- Concepts and features – Tax and Depreciation implications –Problems on Hire Purchasing. Difference between hire purchase and instalment purchase</p> <p>Merchant Banking: Role in Indian stock market, Pre and post issue Management services, SEBI Guidelines for merchant banking</p> <p>Venture Capital: Concept, Origin, types, objectives, nature, advantages and disadvantages</p>	22
II	<p>Underwriting: Role and purpose of Underwriting, advantages and disadvantages, Book building process</p> <p>Factoring and Forfeiting: Meaning, Characteristics and Types of Factoring arrangements, Factoring in India, Factoring vs. Forfeiting</p> <p>Mutual Fund: Meaning, Importance, objectives, advantages and disadvantages, features, types, NAV, SEBI regulation regarding mutual fund</p> <p>Credit Cards: Concept and Significance; Types of credit Cards, Credit Card business in India, Risk associated with credit card</p> <p>Securitization of debt- Meaning-Features- Special Purpose Vehicle- Pass Through Certificate & mechanism –Benefits of Securitization – Issues in Securitization</p>	23

Reference Books/ Text Books / Cases:

- * Khan, M. Y. Financial Services, New Delhi: Tata McGraw-Hill.
- * V.K. Bhalla, Management of Financial Services, New Delhi, Anmol Publication.
- * Payne, Adrian. The Essence of Services Marketing. New Delhi: Prentice Hall of India,
- * Verma, J.C. Bharat's Manual of Merchant Banking: Concepts, Practices and Procedures.

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Comprehend the basic concepts of financial services and improve the decision making process.
- * Understanding the economic framework of financial system in India.
- * Remembering the knowledge about operational practices derivative and commodities market.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
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CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0203: CORPORATE RESTRUCTURING, VALUATION AND INSOLVENCY

Introduction: The course involves analysis of corporate restructuring strategies includes mergers acquisitions and takeovers, financial re-capitalisation and reorganization under bankruptcy.

Objective: The course facilitates developing ability among students to plan, evaluate, and execute corporate restructuring strategies using financial modeling.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction and Concepts: Meaning of Corporate Restructuring, Need, Scope and Modes of Restructuring, Emerging Trends, Planning, Formulation and Execution of Various Corporate Restructuring Strategies - Mergers, Acquisitions, Takeovers, Disinvestments and Strategic Alliances, Demerger and Hiving off.</p> <p>Mergers and Acquisitions: Mergers & acquisitions concept, types and process, Regulatory framework of mergers and acquisitions, Cross-Border Mergers & Acquisitions.</p> <p>Valuation Aspect of Capital Restructuring: Meaning, Objective & Scope of Valuation, Principles of Valuation,</p>	22
II	<p>Valuation Techniques- Historical Earnings Valuation, Asset Based Valuation, dividend discount and free cash flow method, Market Based Valuation, Legal & Regulatory aspects related to Valuation such as SEBI Regulations/ RBI Regulations.</p> <p>Insolvency: Concept of Insolvency, Historical Developments, Bankruptcy laws in India; Revival, Rehabilitation and Restructuring of Sick Companies;</p> <p>Securitization and Debt Recovery: Overview of the Securitization and Reconstruction of Financial Assets, Overview of the Recovery of Debts Due to Banks and Financial Institutions Act, 1993</p> <p>Winding Up: Concept; Modes of Winding Up; Administrative Machinery for Winding Up, Winding up Process and Procedure.</p>	23

Reference Books/ Text Books / Cases:

- * A. Ramaiya : Guide to Companies Act, LexisNexis Butterworths, Wadhwa, Nagpur
- * Corporate Restructuring, Bhagaban Das and DebdasRaskhit, Himalaya,
- * Financial Management, M Y Khan & P K Jain, TATA McGraw Hill,
- * M.C. Bhandari: Guide to Company Law Procedures, LexisNexis ButterworthsWadhwaNagpu

- * ICSI: Handbook on Mergers Amalgamations and takeovers.
- * K. R. Sampath: Mergers/Amalgamations, Takeovers, Joint Ventures,LLPs and Corporate Restructure, Snow White Publications
- * S. Ramanujam: Mergers et al, LexisNexis ButterworthsWadhwa Nagpur
- * Ray: Mergers and Acquisitions Strategy, Valuation and Integration, PHI
- * Mergers, Acquisitions & Corporate restructuring, Patrick Gaughan, Wiley, Latest Edition

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts of corporate restructuring and its processes.
- * To Know corporate restructuring strategies using financial modeling.
- * Understand the concept of practices about various mode of corporate restructuring.
- * Discuss latest Trends and models of corporate restructuring and their application.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BAL00102: INTELLECTUAL PROPERTY LAWS

Introduction: This course would give insights into the basic laws related to Intellectual property rights which any of the students of management needs to have understanding while studying a course in management.

Objectives: Make the students aware of the Intellectual Property Right concepts and practices thereby enabling them to understand their applicability in Practical world.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Meaning, nature, significance, need for intellectual property Right, IPR in India – Genesis and development, Provision of IPR under TRIPS and WTO. Meaning of Patent, Origin, Types, Inventions which are not patentable, Registration Procedure, Rights and Duties of Patentee, Assignment, license & Restoration of lapsed Patents, Surrender and Revocation of Patents, Infringement, Remedies & Penalties. Nature of Copyright, Works in which Copyrights subsist, Author & Ownership of Copyright, Rights Conferred by Copyright,	22
II	Assignment, Transmission, Licensing of Copyrights, Infringement of Copyrights, Remedies & Actions for Infringement of Copyrights,	23

	Copyright Societies, Office, Board, Registration of Copyrights & Appeals, International Conventions Definition, concept of Trademarks, Different kinds of marks (brand names, logos, signatures, symbols, well known marks, certification marks and service marks), Non Registrable Trademarks, Procedure for Registration of Trademarks, Opposition Procedure, Assignment/Transmission / Licensing of Trademarks, Infringement of Trademarks, Passing off Action, Offences and Penalties	
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Reference Books/ Text Books / Cases:

- * Lionel Bentley and Brad Sherman, Intellectual Property Law (Oxford University Press, New Delhi.
- * P. Narayanan, Intellectual Property Law, Eastern Law House
- * W. R. Cornish, Intellectual Property: Patents, Copyright, Trade Marks and Allied Rights Universal Law Publishing Co. Pvt. Ltd, Delhi.
- * B.L.Wadehra; Law Relating to Patents, Trade Marks, Copyright, Designs & Geographical Indications; Universal law Publishing Pvt. Ltd., India
- * N.S. Gopalakrishnan & T.G. Ajitha, Principles of Intellectual Property, Eastern Book Company
- * A. K. Bansal, Law of Trademark In India, Thomson & Reuter
- * V.K. Ahuja, Law Relating to Intellectual Property Law, Lexis Nexis.

Focus: This course focus on Employability aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the basic concepts and nature of Intellectual Property Rights.*
- * *Recognise the way of filing patent and Trademark laws*
- * *Generate their own intellectual property and can acquire the patent and copyright for their innovative works.*
- * *Understanding and analysing the challenge of legality of their innovations used by the trespassers of their intellectual property without paying any royalty*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BALO0113: PROPERTY LAWS

Introduction: This course would give insights into the basic laws related to property laws which any of the students of management needs to have understanding while studying a course in management.

Objective: Make the students aware of the property laws concepts and practices thereby enabling them to understand their applicability in Practical world.

Credits:04

Semester V

L-T-P:4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>The Transfer of Property Act, 1882: Objectives of TP Act, Interpretation clause, Concept of property; The meaning and theories of property, Kinds of property: Movable and immovable property, Meaning of “things attached to earth” and Concept of “Doctrine of fixtures”, Meaning and Importance of attestation; Sale of immovable property; Rights and liabilities of buyer and seller; Transfer intervivos; Living person distinguished from juristic person; Status of partition of joint family property, Doctrine of Election.</p> <p>Lease: Definition of lease; Absolute and derivative lease; Lease for a specific time; Periodic lease and lease in perpetuity; Distinction between lease and license;</p> <p>A Brief Introduction of RERA(Real Estate Regulatory Authority Act)</p>	23
II	<p>Gift: Definition of gift; Mode of execution of gift; Suspension and Revocation of gifts, The different deeds in Property Law and the practice of conveyancing.</p> <p>Trusts: Definition and classification, Trust distinguished from agency, bailment and a wakf, Charitable, resulting and constructive trusts.</p> <p>Indian Easement Act, 1882: Definition and essential features of easement; Kinds of easement; Imposition, Acquisition and Transfer of Easements,</p> <p>Mortgage: Definition of Mortgage; Kinds of mortgages; Mode of execution of mortgages; Redemption and Foreclosure of mortgages; Distinction between mortgage and charge.</p>	22

Reference Books/ Text Books / Cases:

- * Vepa P. Sarathi; Law of Transfer of Property;
- * Sir H.S. Gour’s Commentary on The Transfer of Property Act;
- * Saxena, Poonam, Mulla on Transfer of Property Act, 1882; Lexis Nexis;
- * C.V. Subba Rao’s Law of Transfer of Property, Rev. Vepa P. Sarathi;

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Learn the basics of property Laws In India and its importance in today’s business world.*
- * *Comprehend the various concepts related to Immovable property laws and their transfers.*
- * *Realize the concepts related to charge on property and gifts etc.*
- * *Understand the provisions of RERA which helps to protect and safeguard the interests of the property buyers*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
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CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BAL00115: ADMINISTRATIVE LAWS

Introduction: *This subject with legal framework governing public administration and the principles to control executive power to avoid arbitrariness.*

Objective: *To make students aware about various practical aspects of administrative law and its contribution in the protection of citizen's Liberties.*

Credits: 04

Semester V

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Evolution and Scope of Administrative Law: Definition, Nature, Scope and Significance of Administrative Law. Basic Doctrines- Rule of Law and its application in India, Doctrine of Separation of Powers and its relevance in Contemporary Times. Review of Administrative Actions and Remedies Judicial Review- Writ jurisdiction of Supreme Court and High Court, when the writs can be issued, when the writs cannot be issued, principles of writ jurisdiction, Grounds of review.	22
II	Principles of Natural Justice- Principles of Natural Justice - Rule against Bias and Rule of Fair Hearing , Consequences of Violation of the Principles of Natural Justice, Application of Natural Justice in India. Emerging trends in Administration: Good Governance and Administrative Law, Problems in good governance- Corruption, Prevention of Corruption Act, Evolution of Concept of Ombudsmen -Lokpal and Lokayukta Act. The Right to Information Act, 2005 - Object of the legislation, effective and responsive Government/public authorities, Scope of the right to information, obligation of public authorities to supply information, grounds of refusal to disclose information.	23

Reference Books/ Text Books:

- * C. K. Takwani: Lectures on Administrative Law, Eastern Book Company, Lucknow.
- * Dr. U. P. D. Kesari: Administrative Law, Central Law Publication, Allahabad.
- * Durga Das Basu & S P Sen Gupta: Administrative Law, Kamal Law House, Kolkata.
- * I. P. Massey: Administrative Law, Eastern Book Company, Lucknow.
- * J. J. R. Upadhaya: Administrative Law, Central Law Agency, Allahabad.
- * Kailash Rai: Administrative Law, Central Law Publication, Allahabad
- * M.P. Jain & S.N. Jain, Principles of Administrative Law, Lexis Nexis.

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the significance of administrative law and its practical applicability.
- * Appreciate the doctrines of Rule of Law and Separation of Powers.
- * Explore the concept of good governance, RTI etc.
- * Comprehend the principles of natural justice and its wide application in India.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BAL00112: ENVIRONMENTAL LAWS

Introduction: This course in environmental laws has been designed keeping in mind the significance of it in management studies and how it can be used in business scenarios

Objectives: The course educate students to systematically deal with problems like industrial pollution, acid rain, noise pollution, agricultural pollution, solid waste disposal, deforestation and loss of biodiversity.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: - Dimensions of Environmental Problems, Pollution & its Kinds. Dharma and the environment: Meaning and illustrations from the ancient Indian texts</p> <p>Environmental Management & Business Policy: Pollution and Disaster Management, Sustainable development , Environmental Impact Assessment & ISO 14001 Standards, Constitutional Provisions & Judicial Activism (Principles-Precautionary principle, Polluter pays principle, public trust doctrine).</p> <p>Water and air pollution: Meaning, consequences, relevant provisions: Case studies</p> <p>National Green Tribunal: Constitution, functions and powers of NGT</p> <p>The Environment (Protection) Act, 1986:- Meaning of 'Environment', 'Environment Pollutant', 'Environment Pollution', Powers and Functions of Central Govt., Important Notifications</p>	23

	U/s 6: Hazardous Substance Regulation, Bio-Medical Waste Regulation and Coastal Zone Management, Public Participation & Citizen Suit Provision	
II	<p>Wild life: Meaning and importance for the environment and eco-system: Relevant provisions of the Wildlife Protection Act 1972, its 2002 and 2006 amendments.</p> <p>Climate change: Concept, relevant instruments, remedial measures, Role of forests in climate change, problem of verification, contemporary developments. Plastic and human health.</p> <p>International concern for the environment: Stockholm Conference, Rio Conference, and other important international conferences and meetings, A brief Introduction of Center for International Environmental Law & its functions.</p>	22

Reference Books/ Text Books / Cases:

- * Shyam Diwan & Armin Rosencranz, Environmental Law and Policy in India, Oxford University Press, 2nd Edition
- * S. C. Shastri, Environmental Law, Eastern Book Company, 4th Edition
- * Gurdip Singh, Environmental Law in India, MacMillan Publisher
- * Singh, R.B, Environmental laws In India; issues & response, concept publishing company, New delhi.
- * Upadhyay, JJJR, environmental laws, Central Law publication, New Delhi.

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the basic concepts and nature of laws related to environment*
- * *Understanding the business concepts and the environmental sciences that help in minimizing ill-effects caused to the environment.*
- * *Remembering the different environmental principles for the welfare of society*
- * *Make assessment of environmental Impact before starting any business*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3



BCCE0401: PRODUCTION, OPERATIONS & DECISION SCIENCES

Introduction: *This subject of production, operation and decision sciences aims to improve students understanding of the concepts, principles, problems, and methods of production and operations management.*

Objective: *To introduce students to different operations strategy, different methods of production management and the decision making tools in the manufacturing department.*

Credits: 04

Semester V

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Production and Operations Management: Introduction, Production and Operations Strategy, Implementation of Operations Strategy Location Strategy: Introduction, Location selection decision Layout Planning and Process: Introduction, Importance of Layout, Types of Layout, Layout Planning, Assembly Line, Handling of material Supply Chain Management: Introduction, Analysis of Supply Chain, Bullwhip Effect. Production Planning & Control: Concept, Need, Factors, Types and Elements of Production Planning, Production Scheduling, Materials Requirement Planning (MRP),	22
II	Concept, Objectives & Elements of Production Control, Productivity - Concept, Significance & Measurement, Techniques for Productivity Improvement. Inventory Management: Meaning, Need & Types of Inventory, Meaning, Objectives and Functions of Inventory Control, Models of Inventory Control – Fixed Quantity System, Fixed Period System, EOQ Model, ABC Analysis, Total Quality Management(TQM): Introduction, Dimensions of Quality, Quality Control, TQM methods Just In Time Technique (JIT): Introduction, Characteristics of JIT, Implementation of JIT, JIT Inventory and Supply Chain	23

Reference Books/ Text Books / Cases:

- * S N Chary, Production and operations management, Tata McGraw-Hill Education
- * J P Saxena, Production & Operations Management, Tata McGraw-Hill Education
- * R. Panneerselvam, Production and Operations Management, PHI Learning Pvt. Ltd.
- * William J Stevenson, Operations Management, Tata McGraw-Hill Education

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the importance of productivity and competitiveness to both organizations and nations.*
- * *Appreciate the various production and operations design decisions and how they relate to the overall strategies of organizations.*
- * *Understand the roles of inventories and basics of managing inventories in various demand.*
- * *Comprehend the relationship of the various planning practices of capacity planning, aggregate planning, project planning and scheduling.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2



CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0402: ECONOMICS FOR FINANCE

Introduction: This subject of Economies of Finance features sections on equilibrium with incomplete markets, Black-Scholes options Pricing formula (in discrete time) and other asset pricing techniques

Objective: To introduce students to the allocation of risk in economic situations that involve uncertainty and to establish the link between economics and finance

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Uncertainty and Risk: Concept, Difference between Uncertainty and risk, Nature of risk.</p> <p>Contingency: Concept, Types of contingencies, Contingent goods, Contingent plans, Alternative notions of risk.</p> <p>Institutional contexts in risk: Concept, contingent markets, security markets, real/financial securities, bonds, stocks, options, derivative securities.</p> <p>Individual behavior under uncertainty: Concept, Arbitrage theory and replication, No arbitrage principle, No arbitrage property of asset prices.</p>	23
II	<p>Asset pricing techniques: Arbitrage pricing theory, the capital asset pricing model, the Modigliani-Miller theorem of corporate finance.</p> <p>Economies with uncertainty: Contingent markets equilibrium, asset markets equilibrium, asset market completeness, equivalence between asset markets and contingent markets, optimality properties of complete asset structures and policy implications.</p> <p>Modeling of derivatives in financial economics: Concept of Forwards, futures and swaps, Models of asset price dynamics, Valuation of derivative securities using the binomial model and the Black-Scholes model, exotic options, term structure modeling and credit risk modeling</p>	22

Reference Books/ Text Books / Cases:

- * Thorsten Hens, Marc Oliver Rieger, Financial Economics : A Concise Introduction to Classical and Behavioral Finance, Springer Publication
- * Stephen F. LeRoy, Jan Werner, Principles of Financial Economics, Cambridge University Press
- * Benjamin Graham, The Intelligent Investor, Prabhat Prakashan
- * George M. Constantinides, Milton Harris, Rene M. Stulz, Handbook of the Economics of Finance, Newnes Publication

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Analyse the tradeoff between risk and expected return.

- * Distinguish the key concepts such as arbitrage, derivative replication and risk neutral valuation and recognize the practical usage, strengths and shortcomings of these methods.
- * Make use of skills to solve numerically typical challenges related to asset pricing and risk management.
- * Apply the learned techniques in solving business problems.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6, PO7/PSO3

BCCE0403: GLOBAL DEVELOPMENT IN FINANCE

Introduction: This subject of global development of finance focus on international movements of financial assets, the changing nature of these markets and the instruments used

Objective: To enable the students regarding how we measure internationalization and what we mean by globalization

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Globalization and Trade: International Finance, International trade, Challenges of international finance, Globalization and emerging trends of trade.</p> <p>Currencies and Trade: Exchange of national currencies, Basics of foreign exchange markets, how currencies are traded.</p> <p>Balance of Payments: Events happening in the global economy, Balance of payments, Economy of a country</p> <p>Exchange Rate Systems: Exchange rate, Interpretation of exchange rate system, Theories, Currency convertibility and the strength of the rupee</p> <p>International Sources of Finance for the Firm: Bond Financing (Fixed and Floating Rate Notes), Loan Financing (Syndicates Loans), Securitised Financing (Euro note), Equity Financing (GDR and ADR), Features of Loan Agreements: Loan Negotiations, Derivatives</p>	22
II	<p>Financing International Trade: Market instruments, Cash-in-advance, Modes of financing in international trade</p> <p>Concepts in International Finance: International trade- foreign Institutional investors and global depository receipts and their objectives.</p> <p>Institutions: World Bank, International Monetary Fund, UN and Other Multilateral Organizations, From GATT to WTO, Regional Development Banks</p>	23

	<p>Global Financial Regulations: Global financial crisis in 2007, New global rules and regulations Volcker Rule, Dodd Frank Act, Basel III Accord, Role of international financial institutions and their role in global regulations.</p> <p>Contemporary Issues in International Finance: Contemporary issues in international finance such as global imbalances, the euro zone crisis, the future of PIIGS economies, the growth of BRICS economies.</p>	
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Reference Books/ Text Books / Cases:

- * Global Development Finance, World Bank Publications.
- * Bruce Currie-Alder, Ravi Kanbur, David M. Malone, and Rohinton Medhora, International Development: Ideas, Experience, and Prospects, Oxford publication
- * L M Bhole & Jitendra Mahakud, Financial Institutions and Markets, McGraw Hill publication
- * E Mrudula, International Financial Institutions: An Introduction (Finance Series), ICFAI University Press

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understanding the relevance of various approaches to make informed investment decision.*
- * *knowledge about the alternatives available to deal with finance market problems.*
- * *Understand the international capital flows and their impact in economy.*
- * *Comprehend the international movements of the financial assets in changing time.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0404: ORGANISATIONAL BEHAVIOUR AND ANALYSIS

Introduction: This subject of organizational behaviour and analysis features sections on verbal ability, reading comprehension, general awareness and related aspects

Objective: To acquaint the students with individual and group behaviour at work place so as to improve the effectiveness of an organization

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Organizational Behavior: Introduction and importance of organizational behavior, disciplines that contribute to OB – challenges and opportunities for OB.	22

	<p>Personality: Introduction, Personal and Social factors impacting personality, Big five model of Personality. Type A and Type B personalities – Importance of values.</p> <p>Learning: Introduction, Classical conditioning, Operant conditioning, Social learning theory.</p> <p>Perception: Introduction, factors impacting perception, perception process, errors in perception.</p> <p>Values, Attitudes and Emotions: Concept of Values, Attitudes and emotions, Emotional Intelligence.</p>	
II	<p>Motivation: Introduction, Need of Motivation, Theories of Motivation.</p> <p>Group Development: Introduction, Group Cohesiveness, Stages in Group Development.</p> <p>Leadership: Introduction, Importance of a leader, Styles of Leadership.</p> <p>Conflict and stress: Concept, Power, Politics, Conflict, Stress Negotiations. Forces for change – resistance to change – approaches to manage change – creating a culture for change.</p> <p>Culture: Concept of Culture, Culture Fundamentals, Role of culture in an organization, Essentials of Change, spirituality and organisational culture.</p>	23

Reference Books/ Text Books / Cases:

- * Robbins, Stephen P and Judge, Organisational Behaviour. Pearson Publication
- * Singh, Kavita. Organisational Behaviour. Vikas Publication
- * Stephen, P. Robbins and Mary, Coulter. Management. Pearson Publication
- * L M Prasad. Organisational Behaviour. Sultan Chand & Sons

Focus: This course focus on Employability aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the concept of human behaviour at workplace.*
- * *Discuss the role of personality, learning, perception and emotions in an organization.*
- * *Remember the application of concept of motivation, leadership, power and conflict.*
- * *Understand and discuss the role of stress and culture in an organization.*
- * *Appreciate the framework for organizational change and development.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0501: BANKING THEORY & PRACTICE

Introduction: This subject of Banking theory & Practice divided into three parts, is to present and discuss issues related to the operation and behavior of banks, their specific characteristics, and the special intermediation role they play in the financial system and the economy as a whole.

Objective: This course is designed to analyze and evaluate the theories relating to the role of banks as financial intermediaries

Credits: 04

Semester V

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Meaning & Definition of Bank – Functions of Commercial Banks, Kinds of Banks -Central Banking Vs. Commercial Banking, Unit Banking & Branch Banking.</p> <p>Banker and Customer: Meaning and Definition of Banker and customer – Types of Customers – General Relationship and Special Relationship between Banker and Customer - KYC Norms.</p> <p>Banking Products & Services: Deposit accounts, loan system. ATM, Credit Card, Debit Card, Rupay Card – E-Services – On-line/Internet Banking – Mobile Banking – EFT (Electronic Fund Transfer) –Real Time Gross Settlement (RTGS) System,</p>	22
II	<p>NEFT, IMPS & UPI. Functions of Virtual banking. Concepts and working of Virtual wallets. Collecting Banker and Paying Banker: Concepts Clearing House system, Role and Duties of Paying and Collecting Banks. Automated Clearing and CTS.</p> <p>Negotiable Instruments: Meaning & Definition – Characteristics – Cheque and its kinds – Crossing, Material Alteration – Collection and payment of Cheque – Refusal or bouncing of cheque. Concepts of Demand Draft, manager's cheque. Difference between DD and Cheque.</p>	23

Reference Books/ Text Books / Cases:

- * Varshney, P. N. Banking Law and Practice. New Delhi: Sultan Chand and Sons
- * Guruswamy, S. Banking Theory Law & Practice, New Delhi, Tata McGrawHill
- * Gopinath, M. N. Banking Principles & Operations. Mumbai: Snow White Publications Pvt. Ltd.
- * Shekhar, K. C., & Shekhar, L. Banking - Theory & Practice. Nolication, New Delhi

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the fundamental knowledge of the prevailing banking system in India.
- * Explain the various functional aspects of digital banking.
- * Describe the operating system of banks for accounts, loans and virtual services.
- * Learn about the emerging and modern practices adopted by banks.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)



COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BBAE0405: PRINCIPLES AND PRACTICES OF GENERAL INSURANCE

Introduction: *The subject covers the principles and practices related to general insurance as applicable in India within the larger economic system.*

Objectives: *To enable the students in getting an outlook of general insurance operates on a day-to-day basis and how policies are formed with regard to the same.*

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction:- Meaning and Definition of General Insurance, History of General Insurance, Nature, Scope , Significance and Functions of general Insurance Business, Concept and Principles of Premium Rating, the concept of Risks, Characteristics of Insurable Risk. Contract Design and Underwriting. General insurance Policies: Marine Insurance Policy: Meaning, definition, classification, Fire Insurance: Meaning, nature of fire insurance, fire insurance contract, kinds of policies,	22
II	Miscellaneous Insurance: Motor Insurance Meaning, principle, kinds of policy, Personal Accident Insurance: Meaning & Types, Burglary and Fidelity Insurance. Crop and Cattle Insurance. General insurance Business in India:- General Insurance Functional set Up in India. Organizational Structure of General Insurance Companies, The General Insurance Business Market in India in the present Business Environment. General Insurance Corporation of India, Private insurance companies in India	23

Reference Books/ Text Books / Cases:

- * Lunawat, M. L., Shah, R. S. & Palande, P. S. Insurance in India. New Delhi: Sage Publications.
- * Mishra, M. N. Insurance Principles and Practice. New Delhi: S. Chand & Company.
- * Panda, G. Principles and Practice of Insurance. New Delhi: Kalyani Publishers.
- * Sarma, K. V. S. & Murthy K. S. N. Modern Law of Insurance In India. Mumbai: N.M. Tripathi Pvt. Ltd.

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Explain general insurance & its importance in today's business world.*
- * *Understand the main concepts and principles of general insurance.*
- * *Remember the learning in solving problems associated with general insurance.*
- * *Classify the various types of general insurance policies.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1



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Course Curriculum

Bachelor of Commerce (Hons.) Global Accounting in Association with CIMA]

CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0502: MONEY BANKING & FINANCE

Introduction: This subject of Money Banking & Finance features sections on Money: Theory and Approaches, Commercial Banking, Central Banking and Money and Capital Markets.

Objective: This course is designed to analyze the impact of money on some of the economy's key variables such as interest rates, inflation, and the banking industry.

Credits: 04

Semester V

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Money: Theory and Approaches: Introduction, Money: Meaning, functions and classification, Role of money in capitalist, socialist and mixed economies, Monetary standards – Metallic and paper standards, system of note issues in India. Commercial Banking: Banking: Meaning and types of Banks. Functions of Commercial banks. Process of credit creation. Purpose and limitations. Liabilities and assets of banks. Commercial banking in India. Nationalization of commercial banks in India. Recent reforms in banking sector in India	22
II	Central Banking: Functions of Central Bank. Quantitative and qualitative methods of credit control: Bank rate policy, Open market operations, Cash reserve ratio and selective methods. Role and functions of the Reserve Bank of India. Loans and equity financing Money and Capital Markets: Structure and importance of Money Market. Indian Money market, Indian Capital Market, Monetary Policy: objectives, Limitations of Monetary Policy with reference to India, Impact of monetary policy on real variables: theory and evidence. Financial Markets, Financial Institutions and Financial Crises	23

Reference Books/ Text Books / Cases:

- * Hajela, T.N., *Money and Banking*, Ane Books Pvt Ltd., New Delhi.
- * Sundharam KPM, *Banking: Theory, Law and Practice*, Sultan Chand and Sons, New Delhi (recent edition)
- * M.R. Baye, D.W. Jansen *Money, Banking and Financial Markets*, AITBS (Indian ed.)
- * K.C. Sekhar: *Banking – Theory and Practice*, Vikas Publishing House, New Delhi (recent edition).
- * S. S.B. Gupta, *Monetary Economics*, S. Chand Publications, New Delhi.
- * M.L. Seth, *Monetary Economics*, Vikas Publications, New Delhi
- * R.R. Paul, *Money, Banking & International Trade*, Kalyani Publications, Ludhiana.

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Define the financial prices and interest rates concepts.
- * Recognize the role and function of the banking system.
- * Describe the international issues related to both role and function of the banking system
- * Explain the role and impact of Monetary Policy with reference to India

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BBAE0403: INSURANCE LAWS AND ENVIRONMENT

Introduction: *This course introduces insurance business and legal framework of insurance laws and regulations and insurance business environment in the country.*

Objectives: *To enable the students gain insights into the insurance sector in the country as well as various laws associated with it along with the prevailing environment*

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction of Insurance: Definition, History and development of Insurance in India, Insurance sector reforms, Role of insurance in Indian market, Need for Globalization, Global Picture of Insurance, Globalization and its impact on India Legal Framework: Legal Framework of Insurance Business, Registration and Licensing of Insurance Industry, introduction to IRDA,	22
II	Laws regulating insurance business – Life Insurance Corporation Act, 1956 – General Insurance Business Nationalization Act, 1972 – Insurance Act, 1938 Insurance Business Environment: Business environment – Internal environment – external environment, Legal and economic Environment – Financial environment – commercial environment –Environmental impact on Insurance business, Role of Insurance Companies.	23

Reference Books/ Text Books / Cases:

- * Gupta, P. K. Fundamentals of Insurance. Mumbai: Himalaya Publication.
- * Mishra, S. B. and Mishra M. N. Insurance Principles and Practice. New Delhi: S. Chand Publishers.



- * Murthy K. S. N. and Sharma K. V. S. Modern Law of Insurance in India. New Delhi: N M Tripathi Pvt. Ltd.
- * Sreenivasan, M. N. Principles of Insurance Law. Lucknow: Eastern Book Company.

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the Insurance Business in India.*
- * *Classify the various types of environment on the growth of Insurance.*
- * *Outline the growth of the insurance sector in India.*
- * *Identify the global insurance environment.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0601: ENTREPRENEURIAL DEVELOPMENT

Introduction: This course exposes the students to the objectives, challenges, and requirements for effectively managing the small to mid-sized business.

Objective: To enable spirit of entrepreneurship among the students so as to ensure their entrepreneurial acumen resulting into setup of a new venture.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: concept, functions, and importance of Entrepreneurship; Entrepreneur- Entrepreneurship -Enterprise; Determinants of entrepreneurship; Types of business entities- micro, small and medium enterprises; Challenges to MSME sector</p> <p>Dimensions of entrepreneurship: Intrapreneurship, technopreneurship, netpreneurship, ecopreneurship, social entrepreneurship.</p> <p>Entrepreneurial Process: Opportunity sensing and identification process; Generation of business ideas, feasibility analysis of business ideas, preparation of a business plan; Project appraisal.</p>	22
II	<p>Managerial Aspects of Business: Managing finance, Management of human resources of a new enterprise; Adopting a marketing strategy for sustaining new venture; Network management;</p> <p>Individual and Entrepreneurship: Motivation for entrepreneurship, Entrepreneurial values and Attitudes; Entrepreneurial skills and competencies.</p> <p>Entrepreneurship in Indian scenario: Entrepreneurial history in Indian Society; family business and entrepreneurship vis-à-vis first generation entrepreneurs (Nascent Entrepreneurship); Succession planning for sustenance.</p> <p>Role of industries association, Role of development institutes, and Entrepreneurs' self-help group in promotion of entrepreneurship; Make in India initiative; Challenges in Start-up ventures; Startup Action Plan; Entrepreneurship as a creative response to society's problem</p>	23

Reference Books/ Text Books / Cases:

- * Chandra, P. Project Preparation-Appraisal and Implementation. New Delhi: Tata McGraw Hill.
- * Gupta, C.B. & Srinivas, Entrepreneurial Development. New Delhi: Sultan Chand & Sons.
- * Panda, S. C. Entrepreneurship Development. New Delhi: Anmol Publications.
- * Roy, R. (2011). Entrepreneurship. Oxford University Press.
- * aneja, S., & Gupta, S. L. Entrepreneurship Development-New Venture creation. New Delhi: Galgotia Publishing House.

Focus: This course focus on skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the business strategy that leverages unique aspects of the business.
- * Comprehend the strategies for maintaining businesses position in the market.



- * *Realize business plan and model it as entrepreneur.*
- * *Recognize the issues associated with succession planning, and develop plans to address them.*
- * *Understand the underlying principles of entrepreneurship and nuances of business.*
- * *Develop the tactics for upholding the businesses market position.*
- * *Formulate a business plan as an entrepreneur.*
- * *Recognize the challenges and devise strategies to cope up with the current business scenario.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3



Introduction: This course in productions and operations management intends to familiarize the students with the basics of this subject.

Objectives: To enable the students gain insights into the various issues related to the fields of production and operations management.

Credits: 04

Semester V

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Operation Management: Meaning, Introduction, Evolution and Scope of Operations Management, Classification of Operating System.</p> <p>Plant Layout: Meaning, Classifications and Design of Process and Product Layout</p> <p>Plant Location: Demand for suitable location, Locations models and Determinants of Plant locations.</p> <p>Material Management: Meaning, Introduction and Scope of Material Management, Material Planning and Inventory Control, Purchasing and Store management, Simplification and Standardization, Value Analysis and Just in Time Manufacturing.</p>	22
II	<p>Material Handling: Meaning, Introduction, Principles and Objectives of Material Handling, Evaluation and Selection of Material Handling Equipments, Material Handling Equipments and system, Guidelines for Effective Utilization of Material Handling Equipments</p> <p>Quality Management: Introduction, quality management philosophies, statistical quality control.</p> <p>Total Quality Management: Introduction, tools and Techniques; Just-in-time system, Bench marking, Business process reengineering. Supply chain management, Kaizen strategies</p>	23

Reference Books/ Text Books / Cases:

- * Bedi, K. Production & Operations Management. New Delhi: Oxford University Press.
- * Buffa, E. S., & Sarin, R. K. Modern Production / Operations Management. New Delhi: Willey India.
- * Chunawala & Patel. *Production and Operation Management*. Mumbai: Himalaya Publishing House.
- * Chary, S. N.. *Production and Operations Management*. New Delhi: Tata McGraw-Hill Publication.

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Evaluate the basic frame work and significance of plant location, Supply chain networks and layout decisions.
- * Summarize the concepts related to business process and operations management.
- * Comprehend how planning and control are carried out vis-à-vis production.



- * Listing the significance of inventory and quality management to ensure the quality.
- * Understand the use of elements of production management.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0603: BUSINESS MODELING

Introduction: The subject aims to acquaint the students in integrating data from multiple tables and understanding business model and its process.

Objectives: Students would be able to develop a basic understanding about business modelling and the role it plays in the overall performance of a Business.

Credits: 4

Semester - V

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Meaning of Business Modeling, Various Stages of decision making: Evaluation, Choice, Analysis and Implementation, Role of models in decision making. Using spreadsheets in modeling.</p> <p>Business Modeling process: Defining fundamental of business question, Documenting and presenting findings, implementing decision, and feedback. Small case studies.</p> <p>Digital business models</p> <p>Uncertainty: Meaning and nature,</p> <p>Scenario planning: Meaning and developing scenarios.</p>	22
II	<p>Facets of Analysis: Revenues: Cash flows and its timing and Revenue drivers, Expenses: Cash flows and their timing, Investment required through cash flow breakeven: Working Capital, Maximum financing required and cash flow breakeven timing, Sensitivity Analysis: Key success factors, Structuring and designing models.</p> <p>Model Building: Meaning of model development, Defining the inputs, model development process, Practices in model development, Documenting the model and simulation</p> <p>Outputs: its requirement and various factors that determine for model decision making including inputs, Defining outputs required to answer questions, Creating an output template. Use of Excel in analyzing output</p>	23

Reference Books/ Text Books / Cases:

- * Wayne L. Winston, *Microsoft Excel 2013: Data Analysis and Business Modeling*. PHI
- * David Whigham. *Business Data Analysis Using Excel*. Oxford
- * Abhijit Chaudhury Manish Agrawal, *Business Modelling*, Springer Science+Business Media, LLC
- * Rob Davis, *Business Process modeling*, Springer

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Define the principles and practices of Business modeling.
- * Understand the concept of model Development process.
- * Discuss the modeling technique in business and their Applications
- * Understand & Realize the practical exposure by including various case studies.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO7/PSO3

BCCE0604: DATA MANAGEMENT

Introduction: This course covers the basic concepts of data management, database systems, and database applications in business.

Objective: The goal of this course is to provide adequate technical detail while emphasizing the organizational and implementation issues relevant to the management of data in an organization environment.

Credits: 4

Semester - V

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Databases and Transactions & Data Models: What is database system, purpose of database system, view of data, relational databases, database architecture, transaction management, The importance of data models, Basic building blocks, Business rules, The evolution of data models, Degrees of data abstraction. Database Models and Implementation-I: Data Model and Types of Data Model, Relational Data Model, Hierarchical Model,	22

	Network Data Model, Object/Relational Model, Object-Oriented Model.	
III	Database Models and Implementation-II: Entity-Relationship Model, Modeling using E-R Diagrams, Notation used in E-R Model, Relationships and Relationship Types; Associative Database Model File Organization for Conventional DBMS: Storage Devices and its Characteristics, Magnetic Disks, Physical Characteristics of Disks, Performance Measures of Disks, Optimization of Disk-Block Access; File Organization, Fixed-Length Records, Variable-Length Records, Organization of records in files; Sequential file Organization; Indexed Sequential Access Method (ISAM); Virtual Storage Access Method (VSAM)	23

Reference Books/ Text Books / Cases:

- * A Silberschatz, H Korth, S Sudarshan, "Database System and Concepts", fifth Edition McGraw-Hill.
- * Rob, Coronel, "Database Systems", Seventh Edition, Cengage Learning.
- * R.P.Chaturvedi, D.Kushwaha "Database Management Systems" Satya Publishers, New Delhi

Focus: This course focus on Employability aligned with all COs

Intended outcome: After completing the course the students will be able to:

- * Understand the concepts of data management to solve complex business problems.
- * Comprehend various types of data models for effective decision making and sustainable model
- * Realize proper ethical usage and clarity of various functional issued with Data models.
- * Make use of IT based tools to enhance the Data management experience.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BBAC0011: FINANCIAL MANAGEMENT

Introduction: The subject aims to acquaint the students in grasping the details as to how things function at the financial part and how decisions are taken for the betterment of the same.



Objectives: Students would be able to develop a basic understanding about financial management and the role it plays in the overall performance of a Business.

Credits: 04

Semester V

L-T-P: 4-0-0

Module No.	Content	Teaching Hours
I	<p>Introduction: Nature, scope and objectives of financial management, Role of Finance Manager, Profit Maximization vs. Wealth Maximization, Time value of money, Risk and return- Concept and Calculation (including Capital Asset Pricing Model).</p> <p>Cost of Capital and Financing Decision: Sources of long-term financing, Estimation of components of cost of capital, Methods for calculating Cost of Equity, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital.</p> <p>Capital Structure- Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and Financial leverage. Determinants of capital structure.</p>	22
II	<p>Capital Budgeting: The Capital Budgeting Process, Cash Flow Estimation, Payback Period Method, Discounted Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk-Certainty Equivalent Approach and Risk-Adjusted Discount Rate.</p> <p>Dividend Decisions: Theories for Relevance and irrelevance of dividend decision - Walter's Model, Gordon's Model, MM Theory, Cash and stock dividends. Dividend policies in practice and Determinants of Dividend.</p> <p>Working Capital Decisions: Concepts of working capital, Permanent and Variable working capital, balanced working capital position, Determinants of working capital, Issues in working capital management, Numerical.</p>	23

Reference Books/ Text Books / Cases:

- * Khan, M.Y. and P.K. Jain, Financial Management: Text and Problems, Tata McGraw Hill
- * Horne, Van; James C., John Wachowicz, Fundamentals of Financial Management, Pearson Education
- * Srivastava, Rajiv, and Anil Mishra, Financial Management, Oxford University Press, UK
- * Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
- * Chandra, P. Financial Management-Theory and Practice, Tata McGraw Hill
- * Bhalla, V. K., Financial Management & Policy, Anmol Publications, Delhi

Focus: This course focus on Employability aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the principles and practices of financial management
- * Enrich financial decision making in business investments
- * Establish the composition of different securities in the total capital structure.
- * Interpret basics of cost of capital and investment and dividend decisions.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCME0305 - E-COMMERCE

Introduction: *This subject focuses on key issues related to e-commerce including strategy development, competitive advantage and related terms necessary for a firm*

Objectives: *To enable students gain insights into current and emerging technologies, pricing, distribution channels, promotion, and advertising related to e-commerce.*

Credits: 04

Semester V

L-T-P: 4-0-0

Module No.	Content	Teaching Hours
I	<p>Introduction to Electronic Commerce: Concept features, and functions of e-commerce, e-commerce practices v/s traditional practices, scope and limitations of e-commerce, Potential of E-Commerce, Applications of E-Commerce in manufacturing, wholesaling, retail and service sector. Significance of supply chain flows in E-Commerce- flow of information, flow of fund and flow of goods.</p> <p>Business Models of E-commerce and Infrastructure: Types of E-Commerce Systems: B2B, B2C, B2G, B2G and other models of e-commerce; product and service digitization; Remote servicing procurement, and online marketing and advertising E-commerce resources and infrastructure planning. Security infrastructure for financial transaction.</p>	22
II	<p>Electronic Data Interchange: Benefits of EDI, EDI technology, EDI standards, EDI communications, EDI Implementation, EDI Agreements, EDI Security. Electronic Payment Systems</p> <p>Security on Net & Firewall Concept: Meaning, Issues regarding security on internet, The firewall concept, Cryptography, Digital Signatures, Electronic mail security, Security protocols for web-commerce, Laws relating to Online transactions.</p> <p>Electronic Payment Systems: Introduction to payment systems, Types of various payment systems.</p> <p>Social networks, auctions, and portals: Social networks and online communities, Online auctions, E-commerce portals.</p>	23

Reference Books/ Text Books / Cases:

- * Kalakota, Ravi, & Whinston. B. Andrew, Electronic Commerce: A Manager's Guide. Pearson Education: New Delhi.
- * Feinman. M. Todd, & Greenstein. Marilyn, Electronic Commerce: Security, Risk Management & Control. Tata McGraw-Hill Publishing Company Limited: New Delhi.
- * Mann. Walia. Puja, & Nidhi, E-Commerce. MJP Publishers: Chennai

- * Bhasker. Bharat, Electronic Commerce: Framework, Technologies & Applications. Tata McGraw-Hill Publishing Company Limited: New Delhi

Focus: This course focus on Employability aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the basic concepts and functions of e-commerce Internationally*
- * *Make use of Analytical tools to match today's business Environment.*
- * *Appreciate the need of Ethics and conceptual clarity to improve overall business scenario.*
- * *Realize the need for domain specific competencies and IT based solutions required for International Market.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE1701: FINANCIAL STRATEGY

Introduction: *The purpose of this course is to provide participants with an insight into advanced techniques of financial management required for managerial decision-making situations in organizational structure. The course focusses on the strategic aspects of financial management and enable participants understand various financial problems of business enterprises in domestic as well as global context.*

Objective: *The objective of this paper is to know the details of finance and the strategies involved in the corporate decisions. It will enable the students to steer the corporate issues and challenges in better manner.*

Credits: 04

Semester V

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Financial Strategy: Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition. Value Chain analysis- Cost Benefit analysis, Strategic Business Units, Strategic Planning process, Life Cycle costing, Activity Based costing; Risk Management: Types of risk –Systematic and Unsystematic Risk, Risk and return analysis-numerical problems. Capital budgeting Decisions: Techniques, Simulation and Decision tree Analysis, Sensitivity Analysis, Capital Rationing Valuation: Discounted Cash Flow Valuation- Dividend Yield, Dividend Growth Model, Earn Out Arrangements, Super Profits	22

	Method; CAPM Model, Sources of Long-term Finance Discounted Cash Flow valuation- FCFF, NOPLAT, FCFE, EVA; Traditional techniques- ROI, EBIT, EBIDTA, ROCE, RONA;	
II	<p>M&A-Evaluation of decisions, Legal Procedure, Benefits and Costs, Demergers, Leverage Buy-Out, Share Repurchases</p> <p>Real options: Financial and real options compared, various types of real options, the Black-Scholes model, Decision tree analysis, application of Real options, Drawbacks of Real options.</p> <p>Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, planned exit, forceful retirement and other disposals. Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications.</p> <p>Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business plan and financial forecasts to enable potential funders to assess the proposition. Due Diligence: financial due diligence for both purchasers and financial institutions, good quality “added value” due diligence advice.</p>	23

Reference Books/ Text Books / Cases:

- * RajniSofat&Preeti Hiro, Strategic Financial Management, PHI,
- * Weaver & Weston, Strategic Corporate Finance, Cengage Learning, Delhi.
- * AswathDamodaran. Corporate Finance Theory And Practice; John Wiley and sons, Inc.
- * Jakhotia. Strategic Financial Management (Vikas Publication)
- * Pettit, J., Strategic Corporate Finance: Wiley Finance, Latest Edition.

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the linkage between corporate financial management and strategic business decision-making.*
- * *Comprehend the various nuances of assessing the firm value and make strategic decisions.*
- * *Appreciate the role of finance in an organization and its efficient use on the bottom line of the organization.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2



CO3	PO4/PSO4
CO4	PO6/PSO3

BCMC0015: COST ACCOUNTING

Introduction: *In developing economy like ours, the importance of cost accounting has been acknowledged by all when optimum utilization of resources is the need of the day.*

Objectives: *To enable the students to gain insights into the various concepts related to cost accounting and the terms which characterize the phenomenon of costing*

Credits: 04

Semester V

L-T-P: 4-0-0

Module No.	Content	Teaching Hours
I	<p>Introduction: Definition of Costing, Cost Accounting. Objectives of Cost Accounting; Importance of Cost Accounting to Business Concern. Relationship between Cost Accounting, Financial Accounting and Management Accounting. Advantages of a Cost Accounting system.</p> <p>Cost concepts, terms and classification of costs: Cost, Cost object, Cost units and Cost Centres, Types of costs, classification of costs. Costing Methods and Techniques (introduction only).</p> <p>Single or output costing Preparation of cost sheet, total costs and unit costs. Numerical problems</p> <p>Contract Costing - Progress payments, Retention money, Escalation clause, Contract accounts, Accounting for material, Accounting for plant used in a contract, Contract Profit and Balance sheet entries.</p>	22
II	<p>Operating costing/service costing: Meaning, user of service costing, features, cost unit, numerical problems on operating costing {transport only}.</p> <p>Process Costing: Meaning, Features, Process vs. Job Costing, Principles of cost ascertainment for Materials, Labour & Overhead; Normal loss, Abnormal loss and gain and preparation of process accounts.</p> <p>Inter-process profit (simple cases) - Meaning, Advantages and Disadvantages and determination of stock value for the purpose of balance sheet.</p> <p>Accounting Systems: Integral and non-integral systems, Reconciliation of cost and financial accounts.</p>	23

Reference Books/ Text Books / Cases:

- * Lal, Jawahar. Cost Accounting. Tata McGraw Hill Publishing Co., New Delhi
- * Shukla, M.C., T.S. Grewal and M.P. Gupta. Cost Accounting: Text and Problems. S. Chand & Co. Ltd., New Delhi.
- * Maheshwari, S.N. and S.N. Mittal. Cost Accounting: Theory and Problems. Shri Mahabir Book Depot, New Delhi.
- * Jain, S.P. and K.L. Narang. Cost Accounting: Principles and Methods. Kalyani Publishers, Jalandhar

Focus: This course focus on Entrepreneurship aligned with all Cos

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic cost concepts, element of cost & preparation of cost sheets.
- * Outline the principles and techniques used in recording, analyzing and reporting costs
- * Develop applicable cost concepts in making short term decisions.
- * Interpret the application of spreadsheets in cost accounting.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2



CO3	PO4/PSO4
CO4	PO6/PSO3

BBAE0301: INTERNATIONAL FINANCIAL MANAGEMENT

Introduction: This subject enables the students to develop awareness about international financial management and related practices as found

Objectives: To enable the students to gain insights into the role of the various global institutions, their structures as well as international trade in India.

Credits: 04

Semester V

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: International Financial Management and Domestic Financial Management, Nature and Scope of International Financial Management</p> <p>International Monetary System and its evolution – Gold Standard, Bretton Woods System, Exchange Rate Regime.</p> <p>International Financial Flows, Balance of Payment – Structure, Disequilibrium and Adjustment.</p> <p>Foreign Exchange Market: Introduction, Features, Participants, Exchange Rate Quotation, Segments of Foreign Exchange Market – Spot Market, Forward Market, Futures & Options, Concept of Speculation, Arbitrage and Hedging in Foreign Exchange Market</p>	22
II	<p>Exchange Rate Determination: Mechanism, Factors, Theories – PPP & IRP</p> <p>Exchange Rate Risk: Concept, Types and Risk Management Techniques – Internal & External.</p> <p>International Working Capital Management: Overview, International Cash Management, International Receivables Management, International Inventory Management.</p> <p>International Financial Market: Overview, International Equity Market – ADR and GDR, International Bond Market – Foreign Bond & Euro Bond</p> <p>Financing of Foreign Trade: Modes of Payments in International Trade – D/A, D/P, Letter of Credit etc. Methods of Trade Financing – Pre-shipment and Post-shipment etc.</p>	23

Reference Books/ Text Books / Cases:

- * Apte, P. G. International Financial Management. New Delhi: Tata McGrawHill.
- * Jain, P. K., Peyrard, J., & Yadav, S. S. International Financial Management. New Delhi: Macmillan Publishers India Ltd.
- * Srivatava, R. M. Multinational Financial Management. New Delhi: Excel Books.
- * Varshney, R. L., & Bhashyam, S. International Financial Management. New Delhi: Sultan Chand & Sons.
- * Vyuptakesh, S. International Financial Management. New Delhi: Prentice-Hall of India

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the various aspects of international financial management
- * Learn about the various international economic groups
- * Discuss about the numerous international institutions
- * Identify the changing scenario of the international economic environment

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6, PO7/PSO3

BCME0302: MERGERS AND ACQUISITIONS

Introduction: This subject of Merger & Acquisitions features section of concepts, legal aspect of Merger & Acquisitions, general awareness and related aspects.

Objective: Develop understanding of the economic activity of Merger & Acquisitions taking place in the Indian economy.

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Mergers and Acquisitions: Concept, Classification of Mergers Motives behind Merger & Acquisitions, Process of Merger & Acquisitions Reasons for failure ,Reverse Merger , Recent Examples of Merger & Acquisitions in India Concept of Acquisition and types of Acquisitions Corporate Restructuring: Concept, Reasons for Restructuring, Barriers to Restructuring, Types of Corporate Restructuring, Cross Border Acquisition: Concept, Benefits of Cross Border Acquisitions, Difficulties in Cross Border Acquisition. Provision for Merger & Acquisitions under Companies Act, 2013	22
III	SEBI Buyback of Securities Regulations , SEBI (Substantial Acquisition of shares and, Takeover Regulations), SEBI (Delisting of Securities) Guidelines, Provisions of Income Tax Act. Takeover: Concept , Takeover Defence tactics, Benefits and disadvantages of Takeover, Divestiture: Concept, benefits, Types of Divestiture, Reasons for Divestiture. Going Private and Leverage Buyout: Concept, Types of Leverage Buyouts, Concept of Employee Stock Ownership (Only Theory), Funding options for Merger & Acquisitions.	23

Reference Books/ Text Books / Cases:



- * Prasanna Chandra, Financial Management: Theory and Practice, TMH
- * Prasant Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas Publication
- * Aurora, Shetty, Kala, Mergers and Acquisitions, Oxford
- * Bhagaban Das, Debdas Rakshit, Sathya Swaroop Debashish, Corporate restructuring: Merger, acquisition and other forms, Himalaya.

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Develop an understanding of the economic activity of M & A taking place in the Indian economy.*
- * *Explore the merger and acquisition process in the capital market.*
- * *Illustrate the leading methods used in the valuation of a firm for merger analysis.*
- * *Familiarize with the techniques of corporate restructuring*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0801: COMPETITION & GLOBALISATIONS

Introduction: *The course is designed to enrich the students with the knowledge of global competition in this age of globalization and global economy*

Objective: *To give the students an understanding of the globalization process, the principal mechanisms of international economic connections through which it works and an idea of some of the debates it has evoked*

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Globalization and the new global economy: Globalization as representing the triumph of free market capitalism. Continuity and change in the world economy since the 1970s. Economic	22

	Policy Changes in the Advanced and Developing Nations and Developments in Communication Technology. Geographical pattern of economic activity, patterns of international trade, foreign direct investment and capital flows. Various major historical events which shaped globalization Transnational Corporations and the Globalization Process: TNCs and FDI and technology flows; intra-firm and inter-firm trade; international production networks.	
II	Structure and Working of the International Capital market: the main actors and instruments of international asset transactions; Offshore banking; Eurocurrencies and Eurocurrency trading; Global finance and hot money flows, Brief understanding on various global currencies Issues in Globalisation: Alternative perspectives on its nature and character. Critical dimensions: economic, political, strategic, cultural and informatics. Questioning the benefits of economic integration: Inequality and instability in global economy, Globalization, State, Sovereignty and the Civil Society. The World Social Forum.	23

Reference Books/ Text Books / Cases:

- * Carlsson, I. Et al. (eds.) Our Global Neighbourhood (Oxford: Oxford University Press
- * Daniels, P.W., and Lever, W.F., (eds.) The Global Economy in Transition (Harlow: Longman
- * Dicken, P., Global Shift: The Internationalisation of Economic Activity (London: Paul Chapman
- * Edwards, M., and Gaventa, J. (eds.), Global Citizen Action: Perspectives and Challenges (Boulder, Colo.: Westview Press

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Discuss the significance of competition and impact of globalization on it.*
- * *Understand the changes in the field of economy, finance and politics.*
- * *Discuss the perspective on developments in the world around them.*
- * *Understand the process of globalisation and issues associated with this.*
- * *Discuss the significance of civil society outbreak to overcome on inequality and instability.*

. Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0802: INTERNATIONAL BUSINESS ECONOMICS

Introduction: *This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate*

Objective: *To prepare the students to formulate and execute strategies, plans, and tactics to succeed in international business ventures.*

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to International Business Economics: What is international economics about? An overview of world trade. Theories of International Trade The Ricardian, specific factors, and Heckscher-Ohlin models; New trade theories; the international location of production; Firms in the global economy — outsourcing and multinational enterprises.	23
II	The Trade Policy: Introduction of the trade policy, Instruments of trade policy; Political economy of trade policy; Controversies in trade policy. International Macroeconomic Policy: Meaning and introduction, Fixed versus flexible exchange rates; International monetary systems; Financial globalization and financial crises.	22

Reference Books/ Text Books / Cases:

- * Charles, E. Hill : International Business: Competing in the Global Marketplace, McGrawHill/Irwin Additional Daniels, P.W., and Lever, W.F., (eds.) The Global Economy in Transition.
- * Paul Krugman, Maurice Obstfeld, and Marc Melitz, International Economics: Theory and Policy, Addison-Wesley Pearson Education Indian Edition.
- * Dominick Salvatore, International Economics: Trade and Finance, John Wiley International Student Edition.

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Infer from the most widely used international business terms and concepts.*
- * *Classify the role and impact of political, economic, social and cultural variables in international business.*
- * *Examine international macroeconomic policy.*
- * *Interpret international business from a multi-centric perspective, avoiding ethnocentrism.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1



CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6, Po7/PSO3

BCCC0806: COMMERCIAL APTITUDE - V

Introduction: This course has been designed keeping in mind the requirements of those students who intend to pursue higher education in management and excel in other fields.

Objective: To help the students understand about the various competitive exams of management and how to prepare for the same and provide them understanding on techniques. The purpose of this course is to make them agile in solving these problems on basis of sound logics and to develop a habit of doing this so they can achieve their target

Credits: 02

Semester V

L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p><u>Quantitative Aptitude:</u> Logarithms: Introduction. Properties of Logarithms and Laws Of Logarithms. Generalization. The Characteristics and Mantissa of a Logarithm. Base Change Rule. Results on Logarithmic Inequalities. Surds & Indices: Basics of arithmetic rules and operations. Simplification and comparison of given surds and indices etc. Alphabet Reasoning: Alphabet Test, Alphabet series, sequencing and ordering, Rank of a given word, Dictionary Arrangement, Letter arrangement in a given sentence or word <u>Reasoning Ability:</u> Binary logic: Basic problems based on true and false. Uses in deductive reasoning. Problem solving questions based on binary logics.</p>	22
II	<p><u>Quantitative Aptitude:-</u> Mensuration:- Surface area and volume of Cube & Cuboid, Prism and Lateral surface area, Whole surface area, Volume of right Prism. Curved surface area, Whole surface area and Volume of Cylinder. Slant Surface area, Whole surface area, Volume of a Pyramid. Curved and whole surface area and volume of Cone. Frustum of Pyramid and Cone. Linear Inequalities: Introduction of word problems based on Inequalities. Solving methods of inequality equation. Finite and infinite solution etc.</p>	23

	<p>Data Sufficiency: Type of data sufficiency. Basic approach to solve data sufficiency questions. Data sufficiency problems based on Quant Topics.</p> <p>Reasoning Ability:</p> <p>Selection: Selection of the teams, committees, groups based on given information. Problem solving methodology based on selection.</p> <p>Data Sufficiency: Type of data sufficiency. Basic approach to solve data sufficiency questions. Data sufficiency problems based on Reasoning topics.</p>	
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Reference Books/ Text Books / Cases:

- * How to prepare for Quantitative aptitude test for CAT , by Arun Sharma, Fifth edition, T.M.H publication
- * How to Crack Test of Reasoning: In All Competitive Exam , by jaikishan and premkishan, Arihant publication
- * Analytical Reasoning Revised Edition by, M.K pandey, BSC publication
- * Quantitative aptitude by R.S aggarwal for Bank P.O/I.B.P.S P.O/A.A.O / Railways , S. chand publication
- * Patodi, B, Choudhary, A, Verbal Ability & Comprehension for CAT/ XAT/ IIFT/ CMAT/ MAT/ Bank PO/ SSC 2nd Edition, New Delhi, Disha Publication
- * Saxena, V, Bhatia, V, Crack WAT/GD/PI for MBA Admissions(Must for CAT/ XAT/ IIFT/ FMS/ SNAP/ NMAT/ CMAT Aspirants), New Delhi, Disha Publication

Focus: This course focus on Employability aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Enhance their problem-solving ability in various situations.*
- * *Comprehend the problem competently.*
- * *Understand and solve Quantitative problems.*
- * *Visualize the problems in their entirety and attempt them accordingly.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6, PO7/PSO3



BCCC0013: COMPANY ACCOUNTS AND PRACTICES- II

Introduction: *This subject of Company Accounts and Practices -II discuss the topics such as amalgamation and internal reconstruction, valuation of goodwill and shares and accounting for banking and liquidation of companies.*

Objective: *The objective is to enable the students to develop awareness about Corporate Accounting and its liquidation including banking companies*

Credits: 04

Semester VI

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Accounting for Amalgamation: Meaning, Forms of amalgamation and its motive, Methods of amalgamation. Passing of Journal Entries and its accounting treatment. Difference between internal and external reconstruction.	22

	<p>Valuation of Shares: Meaning; Need for Valuation; Factors Affecting Valuation; Methods of Valuation: Intrinsic Value Method, Yield Method, Earning Capacity Method, Fair Value of shares. Rights Issue and Valuation of Rights Issue. (Simple Problem)</p> <p>Accounts of Holding Companies/Parent and Subsidiary Companies: Meaning of holding and subsidiary co., revaluation of assets of subsidiary company, important points for preparing consolidated balance sheet, Preparation of consolidated balance sheet of holding companies with one subsidiary company, calculation of minority interest</p>	
II	<p>Valuation of Goodwill: Meaning; Circumstances of Valuation of Goodwill; Factors influencing the value of Goodwill Methods of Valuation of Goodwill: Average Profit Method, Super Profit Method, and Capitalization of average Profit Method, Capitalization of Super Profit Method. (Simple Problem)</p> <p>Accounting of Banking Companies: Books and Registers maintained, Slip system of posting, Rebate on Bills Discounted, Non-Performing Assets, Legal Provisions relating to final accounts, Final Accounts.</p> <p>Liquidation of Companies: Meaning and types of Liquidation, Order of Payment, Calculation of Liquidator's Remuneration and Preparation of Liquidators Final Statement of Account.</p>	23

Reference Books/ Text Books / Cases:

- * Gupta R. L., &Radhaswamy, M., Company Accounts. New Delhi, India: Sultan Chand.
- * Jain, S. P., Advance Accountancy-II. New Delhi, India: Kalyani.
- * Maheshwari S. N., Corporate Accounting. New Delhi, India: Vikas.
- * Monga, J. R., Basic Corporate Accounting. New Delhi, India: MKM.
- * P. C. Tulsian and Bharat Tulsian, Corporate Accounting, S.Chand.
- * Amitabha Mukherjee, Mohammed Hanif, Corporate Accounting, McGraw Hill Education.
- * K.K Verma – Corporate Accounting

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the financial statements of Company according to Company Act 2013.*
- * *Remembering the accounting procedure for reconstruction and liquidation of companies.*
- * *Appreciate the accounting of external reconstruction of the company.*
- * *Realize the value of share and goodwill of the company by using the different methods.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3



BCMC0016: MANAGEMENT OF WORKING CAPITAL

Introduction: The subject has been designed keeping in perspective the various aspects of working capital management in an organization.

Objective: To provide students a broad understanding of the functioning of working capital management practices

Credits: 04

Semester V

L-T-P : 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Working Capital Management: Meaning, Purpose, Need of working capital, Operating Cycle Concept, Permanent and temporary working capital, Working capital in case of a stable firm and a growing firm. Meaning of Working Capital Management, Issues in working capital management, effect of working capital management policies, Importance of working capital management, Factors determining working capital. Estimation of future working capital based on current assets and current liabilities.</p> <p>Receivables Management: Meaning, Objective, Credit Policy – Credit Standards, Credit Terms, Collection Efforts. Factors on which the firm's investment in account receivables depend, Average collection period, Steps involved in evaluation of investment in accounts receivable according to total and incremental approach, Factoring.</p>	22
II	<p>Inventory Management: Meaning, Objectives, need for holding inventory. Economic order quantity, Re-order level, Other stock levels, ABC analysis, Inventory turnover ratios, Analysis of investment in inventory.</p> <p>Cash Management: Meaning, Objective, need for cash, Nature of cash management, Cash planning, Cash budget, Methods of cash forecasting, Cash management control, Determining optimum cash balance, Management of marketable securities.</p> <p>Sources of financing of working capital: Trade credit, Advances from customers, Discounting bills of exchange, Bank overdraft, Cash credit, Commercial papers.</p>	23

Reference Books/ Text Books / Cases:

- * Khan and Jain, Financial Management: Theory and Practice, TMH Publishing House, New Delhi
- * Nagrajan and Mishra, Working Capital Management, Excel Publications, New Delhi

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts of working capital management
- * Learn the management of receivables and inventory
- * Comprehend the management of cash in an organization
- * Interpret the various techniques of Working Capital and learn how to apply in the Business

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0105: SECRETARIAL AUDIT, COMPLIANCE MANAGEMENT AND DUE DILIGENCE

Introduction: *This subject of secretarial audit, compliance management and due diligence related to the checking of compliances with the provisions of various rules and regulation, maintenance of books, records by professional to ensure that the company has complied with the legal and procedural requirements and also followed due processes.*

Objective: *To enable the students in to understand the basic concept and format of applicable laws surrounding the business*

Credits: 04
Semester VI
L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Secretarial Standards: Concept, Scope and Advantages, Secretarial Standards issued by the ICSI, Compliance of Secretarial Standards for Good Governance, Relevance of Guidance Note(s). Secretarial Audit: Need, Objective and Scope, Periodicity and Format Format for Secretarial Audit Report ,Benefits of Secretarial Audit, Professional Responsibilities and Penalties. Due Diligence: Introduction, Nature, Need and its Significance, Objectives, Scope and Types of Due Diligence.	22
II	An Overview: Issue of Securities Depository Receipts Due Diligence, Merger & Acquisition (M&A) Due Diligence, Competition Law Due Diligence, Legal Due Diligence, Due Diligence for Banks, Environmental Due Diligence. Search and Status Reports: Importance and Scope, Verification of Documents relating to Charges, Requirements of Financial Institutions and Corporate Lenders, Preparation of Report. Compliance Management: Concept and Significance, Establishment of Compliance Management System, Absolute, Apparent and Adequate Compliance. Compliance Framework: Identification of Applicable laws, Rules, Regulations; Risk Assessment; Responsibility center mapping/ allocation; Escalation & reporting; Creation of Compliance framework and reporting system; Review & Updating; Training & Implementation Risk.Case Laws and Practical Aspects	23

Reference Books/ Text Books / Cases:



- * AnoopJain, Secretarial Audit, Compliance Management and Due Diligence, AJ Publication.
- * SangeetKedia, Secretarial Audit, Compliance Management & Due Diligence, Pooja Law Publishing Co.
- * Anuj Sharma, Secretarial Audit, Compliance Management & Due Diligence, SangeerKedia's.

Focus: This course focus on Employability aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Comprehending the elementary skills required for legally managing a business.*
- * *Realize the applicability of legal formalities in the field of business to make informed decision.*
- * *Understanding the concept of due diligence in a business and mapping of responsibilities.*
- * *Identifying the various laws governing business and its effect over it.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO7/PSO3

BCCE0106: INFORMATION TECHNOLOGY & SYSTEMS AUDIT

Introduction: Studying Information Technology and Systems Audit will equip you to understand the basics of Information Technology, E-governance and Information Technology Act.

Objective: To acquire knowledge of Information Technology Law, Information Systems and Systems Audit.

Credits: 04

Semester VI

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Information Technology Act: Definitions, Important terms under Information Technology Legislation Digital Signatures, Electronic Records Database Management: Data Base Concepts, Data Structure, Data Base Management System Information Systems: An Overview, Information and Data: Definition and Distinctions, Features and Qualities of Information, Types of Information, Factors Influencing Information Needs, Elements of Information System, Recent Trends in Information Systems	22
II	Management Information Systems: An Overview, Concept, Evolution and Elements, Structure Systems Audit: An Overview, Nature, Significance and Scope of Systems Audit, Steps Involved in Conducting Systems Audit, Systems Audit and Management Functions, Systems Audit of Computerized Secretarial Functions, Testing of Computer Systems: Documentation Standards, Policies and Procedures, Audit Approach E-Governance in India	23

Reference Books/ Text Books / Cases:

- * Ramesh Behl: Information Technology for Management, Tata McGraw Hill Education Private Ltd.
- * Jerome Kanter : Managing with Information, Prentice Hall of India
- * P.K. Sinha: Computer Fundamentals: Concepts, Systems and Applications, B.P.B. Publications
- * D.P. Mittal: Law of Information Technology (Cyber Law) with Information Technology (Certifying Authorities) Rules, 2000, Taxmann Publications Pvt. Ltd.

Focus: This course focus on Skill Development aligned with all COs

Intended outcome: After completion of the course, student will be able to:

- * Explain the use of information technology in auditing with reference of latest development..
- * Evaluate the information Technology Act, Information System, computer hardware and software and data base management.
- * Show the role of management information system and working of E-Governance in India.
- * Understand the system audit, its scope and management function.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0107: CORPORATE AUDIT & REPORTING

Introduction: *This subject of corporate audit and reporting provide knowledge of auditing principles and techniques of reporting*

Objective: *To provide knowledge of auditing principles and techniques and to familiarize the students with the understanding of issues and practices of corporate governance in the global and Indian context including case studies.*

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction – Meaning and Definition of Audit – Objectives of Audit, Basic principles governing an Audit, Scope of Audit – Inherent limitations of Audit – Qualities of an Auditor, Types of audit – Distinctions between them.</p> <p>Basic Principles and Techniques; Classification of Audit, Audit Planning, Internal Control – Internal Check and Internal Audit; Audit Procedure – Vouching and verification of Assets & Liabilities.</p> <p>Auditing concepts- Concept of Auditor's Independence, concept of true and fair, usefulness – Importance – Independence, obligation for audit – Disclosure of Accounting Policies.</p> <p>Indian Auditing and Assurance Standard Board, International Auditing Assurance Standards Board, Relevant Auditing and Assurance Standards (AASs)</p>	22
II	<p>Company Auditor- Qualifications and disqualifications, Appointment, Rotation, Removal, Remuneration, Rights and Duties; Auditor's Report- Contents and Types, Liabilities of Statutory Auditors under the Companies Act 2013.</p> <p>Special Areas of Audit- Cost audit, Tax audit and Management audit, Recent Trends in Auditing, Audit Report:- Title – Addressee – Introductory Paragraph – Scope Paragraph – Opinion Paragraph- Date of Report – Place of Signature – Auditors Signature. Types of Audit Report –Unqualified/Clean Opinion, Modified opinion, Qualified opinion, Adverse or negative opinion, Features of a good Report, features of Qualified Report, Explanatory Notes vs. Qualificatory Notes.</p>	23

Reference Books/ Text Books / Cases:

- * Relevant Publications of ICAI on Auditing (CARO).
- * Gupta, Kamal and Ashok Arora, Fundamentals of Auditing, Tata Mc-Graw Hill Publishing Co. Ltd., New Delhi.
- * Singh, A. K. and Gupta Lovleen, Auditing Theory and Practice, Galgotia Publishing Company
- * Auditing and Assurance by ArunaJha Published by Taxmann Publications Pvt. Ltd.

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the meaning, scope and some inherent limitation of the audit report.*
- * *Realize the importance of auditor and discloser policy of accounting.*
- * *Comprehend the basic structure of audit report and various types of report available.*
- * *Understand the role of auditor and their various rights and duties.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0108: ADVANCED AUDITING

Introduction: *This subject of advanced auditing aims to enable students to conceptualize the process and importance of auditing.*

Objective: *To familiarize students with the process of auditing and the role of an auditor and auditor's report.*

Credits: 04

Semester VI

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Basic Concepts of Auditing: Nature, Objective, Importance of Auditing, Classification of Auditing, Limitations of Auditing, Classes of Errors & Frauds Concept of Auditor's Independence, Difference between Government Audit and Commercial Audit. Verification Programme: Selection Verification; Audit in Depth test Checking, Routine Checking and Vouchers. Audit Procedure: Vouching; Verification of Assets and Liabilities. Internal control and internal check: elements of internal control, evaluation of internal control system, internal control check list, tests of control, concept of internal audit.	22
II	Audit sampling: Types of sampling, Test Checking, Techniques of Test Check, Sampling Risk, Audit Sampling and Sampling Methods, Compliance Tests and Substantive Tests, Auditing in Depth.	23

	<p>Analytical Review Procedure. Audit Report; Disclosures, Auditor's Reports and Certificates.</p> <p>Company Auditor: Company Auditors Qualifications, Disqualifications Appointment Removal, Remuneration, Rights, Duties and Liabilities.</p> <p>Audit Report: Audit of Share Capital, Share Transfer; Auditors Report-contents and types Auditor's certificate.</p> <p>Special areas of audit and their audit report: Internal Audit, Cost Audit, Tax Audit, Audit of Banks, Audit of Public Sector Undertakings statutory Corporations, Govt. Companies, and Audit of Non-profit Companies.</p>	
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Reference Books/ Text Books / Cases:

- * Auditing and Assurance Standards issued by the ICAI, New Delhi.
- * Principles of Audit and Internal Auditing by Dhruva Duta Chowdhary, New Central Book Agency P. Ltd. Kolkata – 700009.
- * Principles and Practice of Auditing by R. G. Saxena, Himalaya Publishing House, Mumbai.
- * Auditing by ArunaJha, Taxmann Publications Pvt. Ltd.
- * Principles of Auditing by T. R. Sharma, Sahitya Bhawan, Agra.

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the concepts and the process of auditing.*
- * *Realize the importance of auditor and his/her independence from management.*
- * *Appreciate the various forms of audits and their specifications.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0204: COMMODITY AND MONEY MARKET

Introduction: *Efficient financial systems are indispensable for speedy economic development. The financial system of a country is a conglomeration of sub market, viz. capital, commodity and money market.*

Objective: *To acquire specialized knowledge of Commodity and Money Market*

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Commodity Market :Emergence of Commodity Market, Dynamics of global commodity markets, Commodity Market in India, Commodity Exchanges in India, Role of Information in Commodity Markets, Linkages between equity markets and commodity markets, Commodity markets - Logistics and Warehousing.</p> <p>Strengthening commodity markets in India: Role of Government, Role of Commodity Exchanges, Other Institutions, Training & development of Dealers</p> <p>Commodities Regulatory Framework in India: FCRA, FMC, Kabra Committee Report, Abhijit Sen Committee Report Etc. SEBI Act. Banking Act. Warehousing Development and Regulation Act. APMC Act.</p>	23
II	<p>Arbitrage and Spread Trading Strategies: Cash and Carry Arbitrage Reverse Cash and Carry Arbitrage, Spread Trading: Intra-Commodity / Inter-Commodity.</p> <p>Structure Of Commodity exchanges, membership, Risk Management, Clearing and Settlement System, Commodities Traded on Stock Exchanges Platform-NCDEX, MCX SX, Instruments available for Trading, Using commodity exchanges for Hedging, Speculation and Arbitrage</p> <p>Introduction to Money Market: Nature & Deployment of Surplus Funds and Raising of Short-term funds, Characteristics of Money Market, Regulatory framework of RBI, FIMMDA (Fixed Income, Money Market and Derivatives Association) and Foreign Exchange Dealers Association of India (FEDAI) Call Money Market-Players, Utility, Money market Instruments: Commercial Paper, Certificates of Deposits, Bills of Exchange, Treasury Bills (TBills), Bill Discounting, Factoring, Letter of Credit, Money Market Mutual Funds, Fixed Maturity Plans.</p>	22

Reference Books/ Text Books / Cases:

- * M.Y. Khan: Indian Financial Systems; Tata McGraw Hill
- * Shashi K Gupta, Neeti Gupta, Nishja Aggarwal: Financial Institutions and Markets; Kalyani Publishers.
- * Indian Institute of Banking & Finance: Securities Markets and Products; Taxmann Publications
- * Dr. S Gurusamy: Capital Markets, Tata McGraw Hill Education Private Limited.
- * Niti Nandini Chatnani: Commodity Markets, Tata McGraw Hill Education Private Limited,
- * Bharat Kulkarni : Commodity Markets and Derivatives, Excel Books

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the basic concepts and insights of financial services.*
- * *Comprehend the economic framework of financial system in India; how Money Market plays an important role in resource allocation and capital formation, reduction in transaction cost and such other related matters.*
- * *Understand about operational practices derivative and commodities market.*



Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6, PO7/PSO3

BCME0105: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Introduction: This course provides a broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general. This also deals with the risk management instruments used to manage the risk in equity market. It provides the extensive idea about the mutual fund investment and develops general portfolio management tools which are applicable when managing portfolios with any of all asset classes.

Objective: To impart theoretical and practical knowledge to students about risk and return of individual security and equip them for analyzing the risk of portfolio for wealth maximization. To develop competencies for analyzing different investment opportunities and construct an optimal portfolio of investments as per risk profile and investment objectives..

Credits: 04
Semester VI
L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Investment and Securities - Meaning of Investment, Investment and Speculation, Investment and Gambling. Investment's objectives, Investment Process, Investment Alternatives</p> <p>Risk Analysis - Risks involved in Investment. Systematic Risk - Market Risk, Interest Rate Risk, Purchasing Power Risk, Unsystematic Risk – Business Risk, Financial Risk. Measurement of Risk. Risk and return relationship, measurement of risk, SD, Variance</p> <p>Primary Market and Secondary Market - Relationship between Primary and Secondary Market. Functions of Primary Market, Parties involved in New Issues - Managers, Registrars, Underwriters, Bankers, Statutory Agencies. Function of Stock Exchanges. Listing of Securities. Over the Counter Exchange of India (OTCEI), Derivatives and its instruments.</p>	22
II	<p>Analysis of Securities - Fundamental Analysis- Economic Analysis, Industry Analysis, Company Analysis, Financial Analysis. Technical Analysis. Tools of Technical Analysis.</p> <p>Portfolio Analysis: Traditional portfolio analysis. Effects of combining securities. Markowitz Theory, Portfolio selection: Risk and investor preferences. Constructing the best portfolio. Sharpe simple portfolio optimization. Significance of 'Beta' in portfolio, traditional portfolio selection.</p> <p>Capital Market Theory: Capital market theory (CAPM). CAPM and the real world. Arbitrage pricing theory (APT), EMH and its implication.</p>	23

Reference Books/ Text Books / Cases:

- * Security Analysis and Portfolio Management by Fisher and Jordan, Prentice Hall India.
- * Investment Analysis and Portfolio Management by Prasanna Chandra, Tata McGraw Hill.
- * Investment Analysis and Portfolio Management by Railley and Brown, Cengage Learning.
- * Investments by Bodie, Kane, Marcus and Mohanty, Tata McGraw Hill.
- * Security Analysis and Portfolio Management by Pandian Punithavathy, Himalaya Publishing House Pvt. Ltd.
- * Security Analysis and Portfolio Management by Ranganathan M. and Madhumathi R., Pearson.

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Acquire practical knowledge about risk and return of individual security.*
- * *Understand models and theories of security analysis and portfolio management.*
- * *Relate risk and return framework used for sound investment decision.*
- * *Comprehend the portfolio management.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6, PO7/PSO3

BCCE0206: RISK MANAGEMENT

Introduction: *Risk Management is a highly valued discipline and eagerly sought after by organizations that are heavily regulated, requiring high resiliency, that deal with environmental,*

health and safety issues, involved in project management, insurance, financial services and also within the public sector.

Objective: To explore various risk management issues and mechanism to deal with risk. To make the students aware about various financial derivatives available and evaluate how these financial derivatives are used to minimize risk. To learn when and how to use a particular financial derivative

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction To Risk Management: Introduction to risk management- elements of uncertainty peril, hazards – types, risk management process- definition, types and various means of managing risk – limitations of risk management, Sources Of Risk And Exposure: Sources of risk and exposure, pure risk and speculative risk, acceptable and non- acceptable risks, static and dynamic risk, various elements of cost of risk. Corporate Risk Management: Corporate risk management, riskiness of returns, -approaches and processes of corporate risk management.	22
II	Management of business risk, currency and interest rate risk, assets and liability management, - guidelines and tools of risk management, Derivatives as risk management tools, Risk Control, Risk Management Decision Methods: Data Organization and Analysis. Hedging & Options: Hedging risks with currency and interest rate futures, index future and commodity futures, Fundamental concepts of options and hedging and risk management with options, Fundamentals of currency and interest rate swaps- risk management with swaps, Fundamental concepts of VAR approach and insurance. Option Greeks: Delta, Gamma, Theta, Vega & Rho	23

Reference Books/ Text Books / Cases:

- * Scott Harrington, Gregory Niehaus. Risk Management & Insurance. Tata McGraw-Hill Publications.
- * Rejda. Principles of Risk Mgmt. & Insurance. Pearson Education/PHI.
- * C. Arthur Williams, Jr., Peter Young, Michael Smith. Risk Management & Insurance. Tata McGraw-Hill Publications.
- * Manish Bansal, Navneet Bansal. Derivatives & Financial Innovations. Tata McGraw-Hill Publications.
- * John C. Hull. Options Futures & Other Derivatives. Pearson Education.
- * Vohra, N.D. and Bagri, B.R.. Options & Futures. Tata McGraw-Hill Publications.
- * Resti, Andrea and Andrea Sironi: Risk Management and Shareholders' Value in Banking, Wiley.
- * McNeil, Alexander, Rudiger Frey, and Paul Embrechts: Quantitative Risk Management – Concepts, Techniques and Tools, Princeton UP.

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the various risk management issues and strategies to deal with risk.*
- * *Comprehend the various financial derivatives available and evaluate how these financial derivatives are used to minimize risk.*
- * *Realize when and how to use a particular financial derivative.*
- * *Understand the various types of risk associated with financial products.*
- * *Comprehend the various aspects of risk management arena.*
- * *Recognize the characteristics of financial derivatives securities.*
- * *Implement risk management strategies in using financial derivatives.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6, PO7/PSO3

BCCE0207: FINANCIAL, TREASURY AND FOREX MANAGEMENT

Introduction: *To provide conceptual clarity about the management tools and techniques used in financial planning, analysis, control and decision making.*

Objective: *To provide knowledge of derivatives, forex and treasury management to enable the students to tackle practical situation with ease.*

Credits: 04

Semester VI

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Nature and Scope of Financial Management: Nature, Significance, Objectives and Scope of Financial Management, Planning and Control of Capital Expenditure; Capital Budgeting Process, Meaning and Significance of Capital Structure.</p> <p>Financial Services: Meaning, Significance and Scope of Financial Services; Types of Financial Services</p> <p>Security Analysis and Portfolio Management: Security Analysis Fundamental Approach, Technical Approach and Efficient Capital Market Theory; Portfolio Management - Meaning, Objectives; Portfolio Theory, Traditional Approach; Modern Approach - CAPM Model.</p>	22
II	<p>Treasury Management: Meaning, Objectives, Significance, Functions and Scope of Treasury Management; Relationship Between Treasury Management and Financial Management; Role and Responsibilities of Chief Finance Executive; Tools of Treasury Management; Internal Treasury Controls; Environment for Treasury Management, Present Status of Treasury Management in India.</p> <p>Derivatives: Concept of Derivatives; Financial Derivatives and Commodity Derivatives; Types of Derivatives, Forward Contracts, Futures Contracts, Options; Participants in Futures and Options Market, Stock Index Futures; Derivative Markets in India.</p> <p>Forex Management: Nature, Significance and Scope of Forex Management; Forex Manager; Foreign Exchange Market; Foreign Exchange Rates; Determinants of Foreign Exchange Rates; Exchange Rate Quotes; Types of Exchange Rates; Forex Trading; Foreign Exchange Risk Exposures and Their Management; Exchange Rate Forecasting; Present Status of Foreign Exchange Market in India.</p> <p>Recent Developments in Financial, Treasury and Forex Management</p>	23

Reference Books/ Text Books / Cases:

- * Tata McGraw Hill publishing Co. Ltd; New Delhi., Financial management, M.Y. Khan & P.K Jain.
- * Vikas publishing House Pvt. Ltd; New Delhi, Financial management, I.M. Pandey
- * Himalaya Publishing House, Treasury Management in India, V.A. Avadhani
- * Macmillan Publishing Company, New York, International Dimensions of Financial Management, Dennis J.O Connor Albert & T. Bueso

Focus: This course focus on Skill Development aligned with all Cos

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the basic skills required for managing a business financially.*
- * *Appreciate the relevance of various approaches to make informed investment decision.*
- * *Comprehend the alternatives available to deal with finance in a capital or money market.*
- * *Understand about the various laws governing the business while dealing with foreign exchange.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)



COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO7/PSO3

BALO0116: COMMERCIAL LAWS AND ECONOMIC LEGISLATION

Introduction: *The subject should be taught keeping in mind that the students will be joining the industry, therefore the emphasis should be on the practical aspect and uses of Commercial Law by the Organisation.*

Objective: *The objective of the course is to impart basic knowledge of the important business legislation along with relevant case law.*

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>The Indian Contract Act, 1872: General Principles of Contract – meaning, characteristics and kinds, Essentials of a valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects, Void agreements, Performance of contracts, Breach and remedies against breach of contract. Contingent contracts, Quasi - contracts</p> <p>The Sale of Goods Act, 1930-Contract of sale, meaning and difference between sale and agreement to sell. Conditions and warranties, Transfer of ownership in goods including sale by a non-owner, Performance of contract of sale, Unpaid seller – meaning, rights of an unpaid seller against the goods and the buyer</p>	15
II	<p>The Partnership Act, 1932- Nature and Characteristics of Partnership, Registration of a Partnership Firms, Types of Partners, Rights and Duties of Partners, Implied Authority of a Partner, Incoming and outgoing Partners, Mode of Dissolution of Partnership</p> <p>The Limited Liability Partnership Act, 2008- Salient Features of LLP, Differences between LLP and Partnership, LLP and Company, LLP Agreement, Partners and Designated Partners, Incorporation Document</p>	15

Reference Books/ Text Books / Cases:

- * M.C. Kuchhal, and Vivek Kuchhal, Business Law, Vikas Publishing House, New Delhi.
- * Avtar Singh, Business Law, Eastern Book Company, Lucknow.
- * Ravinder Kumar, Legal Aspects of Business, Cengage Learning
- * SN Maheshwari and SK Maheshwari, Business Law, National Publishing House, New Delhi.
- * Aggarwal S K, Business Law, Galgotia Publishers Company, New Delhi.
- * Bhushan Kumar Goyal and Jain Kinneri, Business Laws, International Book House
- * SusHill Education Arora, Business Laws, Taxmann Publications.
- * Akhileshwar Pathak, Legal Aspects of Business, McGraw Hill Education
- * P C Tulsian and Bharat Tulsian, Business Law, McGraw Hill Education
- * Sharma, J.P. and Sunaina Kanojia, Business Laws, Ane Books Pvt. Ltd., New Delhi

Focus: This course focus on Employability aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Explain the basics of business laws and its importance in today's business world.*
- * *Determine the importance of contracts in doing business and having sufficient knowledge to draft and execute various contracts.*
- * *Interpret the other commercial laws, which are very important in business, like partnership laws and LLP's.*
- * *Compare the various types of partnership firms to do business.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
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CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6, PO7/PSO3

BALO1117: INDUSTRIAL LAWS

Introduction: *The subject should be taught keeping in mind that the students will be joining the industry, therefore the emphasis should be on the practical aspect and uses of Industrial Law by the Organisation.*

Objective: *To enable the students in terms of to sensitize the students to the tasks of industrial relations, and, to familiarize them with the current IR practices*

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Laws related to Industrial Relations and Industrial Disputes- Industrial Disputes Act, 1947: Definition of Industry, Workman, Industrial Dispute, Authorities, Awards, Settlements, Strikes Lockouts, Lay Offs, Retrenchment and Closure. Industrial Settlement Machinery-Reference by Government under Section 10.</p> <ul style="list-style-type: none"> · Awards & Settlements <p>Trade Union Act, 1926: Important Provisions of the Act, reasons for its downfall and the Reforms needed in this area.</p> <p>The Factory Act 1948: Introduction-Definitions: Factory, Hazardous Process, Manufacturing Process, Worker & Occupier, Approval, Licensing and Registration of Factories, Duties of the Occupier and Manufacturer, Powers of Inspectors</p> <ul style="list-style-type: none"> · Provision Relating to Health Safety & Welfare in Factories Act, 1948-Provisions Relating to Hazardous Process 	22
II	<p>The Workmen's Compensation Act, 1923: Definition of Dependent-Partial and Total Disablement-Workmen's Compensation-Disablements-Employer's Liability to Pay Compensation-Notional Extension of Employer's Liability-Calculation of Compensation</p> <p>The Maternity Benefit Act, 1961: Salient Features of the Act-Maternity Benefits.</p> <p>Impact of Covid-19 on Labour Laws and labour workforce in India.</p> <p>Laws Related to Social Legislation: The Minimum Wages Act, 1948: Objectives, Concept of Wages- Minimum Wage-Fair Wage-Living Wage, Components of Wages</p> <ul style="list-style-type: none"> · Minimum Wages: Principle of Fixation and Revision of Minimum Wage Procedure for Fair Wages and Living Wages-Protection of Wages-Authorized Deductions-Remedial Measures <p>Equal Remuneration Act, 1976: Same Work or Work of Similar Nature Obligations of Employer-Remedial Measures</p>	23



	The Employee's State Insurance Act, 1948: Definitions- Employee, Family & Dependent-Employment-Injury, Workmen The Payment of Gratuity Act, 1972: Definition & Important Provisions, Code on Wages, 2019. Labour Reforms introduced by NDA Government.	
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Reference Books/ Text Books / Cases:

- * Industrial and Labour Laws-Dr. Sanjeev Kumar-Bharat Law; HP Ltd
- * Labour and Industrial Laws-S.N Misra-Central Law Publication
- * Labour and Industrial Laws-P.K.Padhi-Eastern Economy Edition,
- * Commercial and Industrial Law-S.K. Dasgupta-Sterling Publishers Pvt. Ltd
- * Industrial Law-Mr. N.D. Kapoor-Sultan Chand
- * Employee's Provident Fund-Chopra D.S-Labour Law Agency
- * Industrial Law-Mr. P.L. Mallick-Sultan Chand

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the basics of Industrial laws and its importance in today's business world.*
- * *Appreciate the importance of various labor laws in business and for labor welfare.*
- * *Realize the various government policies introduced for the workforce on timely basis.*
- * *After going through this course students will be able to have latest updates on industrial and labor laws*

. Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6, PO7/PSO3



BAL00118: CORPORATE GOVERNANCE AND LAWS

Introduction: *This subject of Corporate Governance and Law comprises of an overview of corporate governance, emergence of CSR, legal regime governing it and other related aspects*

Objective: *To enable the students to understand the principles of corporate governance, to make the students aware about the role of CSR in the business to encourage moral practices and sensitivity towards the ethical dimension of business*

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Corporate Governance: Definition of Corporate Governance, Need and scope of Corporate Governance, Evolution of Corporate Governance, Role of Corporate Governance, OECD Parameters and Principles, Developments in India, Developments in Corporate Governance – A Global Perspective, Elements of Good Corporate Governance, Corporate Governance in public sector, banking and non- banking financial institutions.</p> <p>Theories & Models of Corporate Governance-Theory and Practices of Corporate Governance, Shareholders Theory vs. Stakeholders Theory, Stewardship Theory, Property Rights Theory, Popular Models for Governance.</p> <p>Major Corporate Governance Failures in India & Abroad- BCCI (UK), Maxwell Communication (UK), Enron (USA), World.Com (USA), Andersen, Worldwide (USA), Vivendi (France),</p>	22

	Satyam Computer Services Ltd, Lehman Brothers, Kingfisher Airlines, PNB Heist and IL&FS Group Crisis.	
II	<p>Regulatory Framework of Corporate Governance in India- Initiatives and reforms- Confederation of Indian Industry (CII Code) (1997), Kumar Mangalam Birla Committee (1999), NR Narayana Murthy Committee (2005) and Uday Kotak Committee (2017), Relevant provisions of Companies Act, 2013, SEBI: Listing Obligations and Disclosure Requirements Regulations (LODR), 2015.</p> <p>Overview of Corporate Social Responsibility (CSR) Meaning, Concept and Relevance of Corporate Social Responsibility; CSR and Corporate Sustainability, Corporate Responsibility of Business towards Employees, Consumers and Community, CSR and Corporate Governance, Environmental Aspect of CSR, Models and benefits of CSR, CSR in India.</p> <p>Legal Regime Governing CSR Corporate Social Responsibility Voluntary Guidelines, 2009, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business, CSR under the Companies Act, 2013, Corporate Citizenship – Beyond the Mandate of Law, Global Principles and Guidelines, Profit maximization vs. social responsibility.</p>	23

Reference Books / Text Books / Cases:

- * Fernando A.C, Business Ethics – An Indian Perspective.
- * Murthy CSV, Business Ethics and Corporate Governance, HPH
- * Bholanath Dutta, S.K. Podder – Corporation Governance, VBH.
- * Dr. K. Nirmala, Karunakara Reddy, Business Ethics and Corporate Governance, HPH.
- * S Prabhakaran; Business ethics and Corporate Governance
- * C.V. Baxi, Corporate Governance.
- * B O B Tricker, Corporate Governance; Principles, Policies and Practices
- * Michael, Blowfield; Corporate Responsibility
- * Pearson Christine A., Corporate Governance, Oxford University Press
- * Geeta Rani, R K Mishra, Corporate Governance: Theory and Practice, Excel Books.

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basics of corporate governance and its importance in today's business world.
- * Define the tools of corporate governance Strategy adopted by various organizations.
- * Understand the relevance of Corporate Governance principles in financial reporting.
- * Understand the concept of corporate social responsibility of business towards different stakeholders

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2



CO3	PO4/PSO4
CO4	PO6, PO7/PSO3

BAL00114: FAMILY LAWS

Introduction: This subject of personal law is designed to familiarize the student with the historical background of the subject and certain relevant basic concepts.

Objective: To enable the students to understand the principles of Hindu laws and Muslim laws, to make the students aware about the role of these in the society to encourage moral practices and sensitivity towards the ethical dimension of society. Personal laws are known as Family Laws. The Hindu Law is also a Family Law which objective is to deal with family matters such as family status and the family property etc.

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
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I	<p>Introduction to Personal Laws: Sources of Hindu Law- Ancient Sources – Shrutis & Smritis, Commentaries & Digest, Custom; Modern Sources – Judicial Decisions, Legislations, Equity, Justice and Good Conscience. Sources of Muslim Law-Primary Sources – Quran, Sunnat, Ahadis, Ijma, Qiyas; Secondary Sources – Custom, Judicial Decision, Legislation, Equity, Justice and Good Conscience; Schools of Hindu Law & Muslim Law Marriage Laws : Marriage under Hindu Law: Nature , Definition and Forms of Marriage, Conditions for Marriage & Registration of Marriage, Marriage Ceremonies and proof of Marriage, Degree of Prohibited relationship and Sapinda relationship, Grounds of Void & Voidable Marriage,</p>	22
II	<p>Marriage under Muslim Law: Definition, Nature and Scope of Muslim Marriage (Nikah), Difference between Hindu & Muslim Marriage, Essential, Conditions of Muslim Marriage, Classification of Muslim Marriage, Distinction between Shia & Sunni Law of Marriage . Dissolution of Marriage: Dissolution of Marriage under Hindu Law, Dissolution of Marriage under Muslim Law. Maintenance and Adoption: overview of maintenance and adoption under Hindu law and Muslim law; Guardianship under Hindu and Muslim law, various other aspects of joint family, coparcenary, partition, inheritance, succession etc.</p>	23

Reference Books/ Text Books / Cases:

- * Paras Diwan, Modern Hindu Law, Allahabad Law Agency.
- * Mulla, Principles of Hindu Law, Lexis Nexis.
- * A.A. Fyzee, Outlines of Mohammadan Law, Oxford University Press.
- * Afzal Qutb, A Treatise on Faith Oriented Family Norms.
- * Kusum, Marriage and Divorce Law Manual, Universal Law Publishing Co. Pvt.Ltd.
- * M. Gandhi, Family Law, Eastern Book Company.
- * Tahir Mahmood, the Muslim Law of India, Law Book Company.
- * Paras Diwan – Family Law, Allahabad Law Agency.
- * Mulla, Principles of Mohammadan Law, Lexis Nexis.

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the basics of Hindu laws and Muslim laws and its importance in today's society.*
- * *Appreciate the various principles of personal laws.*
- * *Realize the role of family laws in business organizations as well as society.*
- * *Understand the adoption and maintenance practices in both Hindu and Muslim laws.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1



CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0405: ENTERPRISE INFORMATION SYSTEMS

Introduction: *This course provides students with detailed technology enabled Information Systems*

Objective: *To develop an understanding of technology enabled Information Systems and their impact on enterprise wide processes, risks and controls.*

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Automated Business Processes -Introduction to Enterprise Business Processes, Benefits, Risks and Controls; Diagrammatic representation of business processes using Flowcharts; Risks and controls for specific business processes: Procure to pay (P2P), Order to cash, Inventory Cycle, Hire to Retire, Supply Chain Management, Fixed Assets etc. Applicable regulatory and	15

	compliance requirements including computer related offences, privacy, cybercrime, Sensitive Personal Data Information of Information Technology Act, 2000	
II	Financial and Accounting Systems -Integrated (ERP) and non-integrated systems with related risks and controls; Business process modules and their integration with Financial and Accounting systems. Reporting Systems and MIS, Data Analytics and Business Intelligence Business Reporting and fundamentals of XBRL (extensible Business Reporting Language).Applicable regulatory and compliance requirements. Information Systems and its Components -Components of Automated Information Systems: Application Systems, Database, Network and Operating System with related risks and controls. Mapping of Organization structure with Segregation of Duties in Information Systems.	15
III	E-commerce, M-commerce and Emerging Technologies -Components and Architecture of E-Commerce and M-Commerce with related risks and controls. Business process flow with its related risks and controls. Applicable regulatory and compliance requirements. Emerging technologies with its related risks and controls. Core Banking Systems -Components and Architecture of CBS and related risks and controls. Core modules of banking and Business process flow and its related risks and controls. Reporting Systems and MIS, Data Analytics and Business Intelligence. Applicable regulatory and compliance requirements.	15

Reference Books/ Text Books / Cases:

- * Ron Weber, 'Information Systems Control and Audit', Pearson Education, Third impression,
- * Kenneth C. Laudon, Jane P. Laudon & Rajanish Dass. 'Management Information Systems', Pearson
- * James A Hall, 'Accounting Information Systems', South-Western College Publishing
- * Sandra Senft and Frederick Gallegos, 'Information Technology Control and Audit', CRC Press,
- * Jake Kouns & Daniel Minoli, 'Information Technology Risk Management in Enterprise Environments', John Wiley & Sons
- * The Indian Institute of Chartered Accountants Of India

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the concepts of Business Process, its automation and implementation.
- * Realize the working of Financial and Accounting System.
- * Comprehend the knowledge about various components of an Information System.
- * Understand the meaning, components and architecture of E-commerce.
- * Understand components and architecture of CBS and impact of related risks and controls.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1



CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0406: BEHAVIOURAL DECISION THEORY

Introduction: *This course provides students with the behavioral decision theory which is concerned with identifying the values, uncertainties and their issues relevant in given decision, its rationality and the optimal decision results*

Objective: *To develop an understanding behavioural decisions and related theory which may help in investment decision making*

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Behavioural decision: Overview, Nature, Scope, Objectives, Significance and its applications, History of behavioural decisions. Psychology and Decision Making: Psychology: Concept, Nature and Importance. The Psychology of investor behaviour and its impact on his investment decisions. Attribution, Group Decision Making, Heuristics, Cognitive Errors.	23

	Decision making conditions- Decision under risk, decision making under Certainty and Decision under uncertainty, Rational.	
II	Perspectives of decision Making- Classical decision making model, rational decision making model. Behavioral aspects of decision making. -Classical model and administrative model. Behavioral forces influencing decisions. Decisions errors. Decision making process, Evolution of theories based on marginal theory, Expected utility theory, prospect theory, Bayesian theory and Game theory etc. Behavioral Decision Theory and Neuroeconomics and Future Philosophical Issues Related to Behavioral Decision Theory.	22

Reference Books/ Text Books / Cases:

- * Behavioral Decision Theory: Psychological and Mathematical Descriptions of Human Choice Behaviour
- * Finding Financial Wisdom in Unconventional Places (Columbia Business School Publishing)
- * Bisen, pandey- Learning Behavioural Finance (Excel Books) A History of Financial Speculation: Edward Chancellor
- * Forbes- Behavioural Finance (Wiley India)
- * The Little Book of Behavioral Investing (Montier)
- * The Psychology of Persuasion (Collins Business Essentials)

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the concept and applications of behaviour decisions.*
- * *Understand the various behavioral decisions theories.*
- * *Discuss influence of psychology on the behavior of investor and its impact on investment decision making.*
- * *Discuss the measures to overcome decision errors.*
- * *Understand how to improve the financial decision making for business organizations..*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6, PO7/PSO3

BCCE0407: FINANCIAL PLANNING, ANALYSIS AND CONTROL

Introduction: This subject of Financial planning, analysis and control features sections on verbal ability, reading comprehension, general awareness and related aspects.

Objective: To enable the students in terms of appearing for competitive exams whereby they understand how to have better vocabulary and general awareness

Credits: 04
Semester VI
L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Financial Planning: Meaning, Objectives and the factors affecting financial planning of business. Time value of money: Meaning and concept, Future Value of a cash flow: concepts of compounding; Present value of cash flow: concepts of discounting; Capital Budgeting: Meaning and concept; Methods of capital budgeting: Non Discounted and Discounted, Sources of fund. Cost of capital: Meaning, types and calculation cost of capital. Financial Statement Analysis: Meaning, Objectives, Advantages and Disadvantages of Analysis. Methods of analysis, Ratio Analysis: profitability ratios, liquidity ratios, solvency ratios, activity ratios.	22
II	Comparative statement analysis: Fund flow statement, cash flow statement, comparison, numerical. Budget And Budgetary Control: Meaning, Definition and scope of budget and budgetary control- Types of budgets- Financial budget - Master budget, Flexible budget - Capital budget. Standard Costing: Concept, Advantages; Types of Standards- Variance analysis: Materials, Labour, Overhead - Managerial uses of Variances	23

Reference Books/ Text Books / Cases:

- * R. N. Anthony , G. A. Walsh: Management Accounting
- * M. Y. Khan. K. P. Jain: Management Accounting
- * I. M. Pandey: Management Accounting
- * J. Betty: Management Accounting

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the importance and benefits from financial planning.
- * Interpret about financial statements and their ability to do investment.
- * Recognize the skills for controlling financial activities in organization.
- * Comparing various alternatives available for managers decision making.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1

CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6, PO7/PSO3

BCCE0408: BEHAVIOURAL PORTFOLIO THEORY

Introduction: This subject of Behavioural Portfolio Theory is based on the notion that investors behave in various situation.

Objective: To enable the students to persistent or systematic behavioural factors that influence investment behavior

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Behavioural Finance: Nature, Scope, Objectives and Significance & Application. Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory.</p> <p>Building block of Behavioural Finance, Cognitive Psychology and limits to arbitrage. Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Destabilizing informed trading (positive feedback, predation) Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept.</p> <p>Elsberg's paradoxes, Rationality from an economics and evolutionary prospective. Different ways to define rationality: dependence on time horizon, individual or group rationality. Herbert Simon and bounded rationality.</p>	22
II	<p>Demand by average investors: Definition of average investor; Belief biases; Limited attention and categorization; Non-traditional preferences - prospect theory and loss aversion; Bubbles and systematic investor sentiment.</p> <p>External factors and investor behaviour: Fear & Greed in Financial Market, emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns</p>	23

	<p>Behavioral corporate finance: Systematic approach of using behavioural factors in corporate decision-making. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains.</p> <p>Portfolio Analysis and Selection: Portfolio concept, Portfolio risk and return, Prospect theory and other models of decision makers' preferences, Behavioural portfolio models and asset pricing.</p>	
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Reference Books/ Text Books / Cases:

- * Finding Financial Wisdom in Unconventional Places (Columbia Business School Publishing)
- * Bisen, pandey-Learning Behavioural Finance(Excel Books)
- * A History of Financial Speculation: Edward Chancellor
- * Forbes- Behavioural Finance (Wiley India)
- * The Little Book of Behavioral Investing (Montier)
- * The Psychology of Persuasion (Collins Business Essentials)

Focus: This course focus on Employability aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the new concept of behavioural finance.*
- * *Discuss the challenges of behavioural finance in this traditionally held notion.*
- * *Understand how investors interpret and act on available, fallible information.*
- * *Discuss the various factors helps in portfolio Analysis and selection.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0503: SOCIAL BANKING & MICRO FINANCE

Introduction: The subject aims to enable the students to grasp the details about social banking and microfinance as to how things function for socio economic development of the country.

Objective: To make students understand basic concepts related to Social banking and Microfinance. To make them aware of how access to financial services by cross section of the society is important requirement of socio-economic development of the country.

Credits: 04
Semester VI
L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Concept of Social banking, Evolution of social banking in India, basics of banking and Scope of Social banking. Role of Apex Institutions like RBI, NABARD, SIDBI, NHB, etc.</p> <p>Major Policy initiatives in India: Priority sector lending, Overview of Lead banks schemes and Service Area approach to rural lending, framework envisaged under LBS & SAA for achieving co-ordination at various levels –aimed at facilitating effective implementation of the social banking initiative with special reference to SLBC at the state level.</p> <p>Challenges in implementation of social banking initiatives in India.</p> <p>Introduction to Microfinance: Introduction, Demand and Supply of Microfinance, Microfinance – A Development Strategy and an Industry, Role of Grameen Banks in Microfinance, Microfinance Innovative Concepts, Approaches and Financial Inclusion</p> <p>Financial and Operational Evaluation: Analyzing and Managing Financial Performance of MFIs, RRBs, different models of microfinance operating in India.</p>	22
II	<p>Evaluation of Microfinance: Market Evaluation of Microfinance – Products and Services, Regulatory issues in microfinance, measuring performance, Impact assessment, managing viability.</p> <p>Microfinance in India: State Intervention in Rural Credit, Bank Linkup and Programme, Governance and the Constitution of the Board of Various Forms of MFIs in India, Intermediaries for Microfinance.</p> <p>Issues, Trends and Frontiers of Microfinance: Emerging Issues in Microfinance, Gender Issues in Microfinance, Role of Technology in Microfinance, Impact of Microfinance on Empowerment of Women, Micro Credit as Priority Sector Advance</p>	23

Reference Books/ Text Books / Cases:

- * Joshi, D. Micro-Finance Initiatives for Equitable and Sustainable Development in Social banking: Promise, Performance and Potential (pp.146-185). Foundation books.
- * Karmakar, K.G., Microfinance in India. Sage publication Pvt. Ltd.
- * N Srinivasan, Microfinance in India, Sage publication Pvt. Ltd.
- * Jayadev M., Diatha Krishna Sundar, Changing Contours of Microfinance in India Routledge publication
- * Rana O.C. and Raj Hem, Microfinance, Himalaya Publishing House



Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Discuss the concepts of basic Social banking and Microfinance.*
- * *Identify the microfinance principles to measure performances.*
- * *Explain the social banking concept in India for socio-economic development.*
- * *Recognize the issues of microfinance on empowerment of women, micro credit as priority Sector Advance*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3, PO4 /PSO2
CO3	PO6, PO7/PSO4, PSO3



Introduction: *The course involves the emphasis on banking, insurance, and key financial services so that scholar gets an exposure to various dynamics of financial system*

Objectives: *To enable the students to explore Indian financial system and be comfortable in understanding its implications on economic growth*

Credits: 04

Semester VI

L-T-P: 3-1-0

Module No.	Content	Teaching Hours
I	Introduction of Financial System Characteristics, Significance, Evolution, Regulatory Framework, Major Issues in Indian Financial System. Recent Developments in the Financial System Brief overview of Financial markets and financial instruments Financial institutions: Banking and its Structure in India, Commercial Banking - Operating Aspects, Evolving trends, Management of Assets and Liabilities, Basel Norms, Merchant Banking Functions, Issue Management, Underwriting Non-Banking Financial Company-Meaning, Functioning, Classification – AFC, IC, LC, IFC, CIC-ND-SI, MFI. Insurance: Life and Non-Life Insurance (Marine / Motor / Fire / Health / Pension Plan / Annuity / Rural Insurance), Operational Aspects.	22
II	Special financial institutions: Development banks (IDBI, ICICI, IFCI), Sectoral financial institutions (EXIM Bank, SIDBI), Investment institutions (UTI, LIC, GIC) and State level institutions (SFCS, SIDCS). Financial Services: introduction, characteristics, functions and its types (a) Fee based Services –Corporate Advisory Services, Credit Rating, Mutual Funds, Debt Securitization. loan syndication, Mergers and acquisitions. (b) Fund based Services – Lease and Hire Purchase, Housing Finance, Credit Cards, Financial Inclusion, Microfinance Venture Capital, Factoring, Forfeiting, and Bill Discounting	23

Reference Books/ Text Books / Cases:

- * Frank J. Fabozzi, F. Modigliani, Foundation of Financial Markets & Institutions (Third Edition), Pearson Education.
- * Kohn, M. Financial Institutions & Markets. TATA McGraw Hill.
- * Khan, M. Y. Indian Financial System. Fourth Edition. TATA McGraw Hill.
- * Pathak, Bharti V. Indian Financial System. Pearson Publication

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Understand various financial institutions and their functions.
- * Appreciate the various features related to insurance & banking
- * Comprehend the concepts of financial services and its practical implications.
- * Realize the basis upon which they can develop into a financial practitioner.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)



COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2
CO3	PO4/PSO4
CO4	PO6, PO7/PSO3

BCCE0504: INVESTMENT BANKING

Introduction: This course familiarizing the students with the concept of investment banking, valuation of companies, financial markets and restructuring of business.

Objective: To provide to the students with the necessary theoretical and conceptual tool used in Investment Banking.

Credits:04

Semester VI

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Investment Banking: Concept and Definition Evolution of American and European Investment Banks (Basics), Evolution of Indian Investment Banking, Characteristics and Structure of Indian Investment Banking, Service Portfolio of Indian Investment Banks (Core Investment Banking and Allied Businesses), Regulatory Framework for Investment Banking</p> <p>Financial Markets: Understanding of Primary Market (IPO) and Secondary Market; Fund Raising through Private Equity, Venture Capital and Private Placement</p> <p>Valuation of companies and business: Equity and Bond Valuation, Equity Research in investment banks; Business Valuation, Models, Stock price and equity research; Investment Banking Perspective in Corporate Restructuring and M&A; The role of investment banks in structuring M&A transactions, due diligence</p>	22
II	<p>Merchant Banking: Nature and scope of Merchant Banking - Role of Investment Banking in Primary Market (IPO); Functions of Merchant Banker in Issue Management; Underwriting and Bought Out Deals; Buybacks and Delisting,</p> <p>Raising finance from international markets: Intermediaries, euro-dollar market, Instrument-ADR/GDR, FCCB, ECB-Regulatory aspects</p> <p>Restructuring of business and ARCs: Restructuring – Financial and organizational restructuring, BIFR, Corporate Debt Restructuring</p>	23

Reference Books/ Text Books / Cases:

- * Bharti Pathak Indain Financial System, Pearson
- * Joshua Rosenbaum, Joshua Pearl Investment Banking: Valuation, Leveraged Buyouts and Mergers & Acquisitions, Wiley

- * PratapGiri. Investment Banking, Concepts, Analyses and Cases. McGrawHill.
- * RanjanRakesh. Investment Banking, Wiley.

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Define the basics of investment banking activities*
- * *Discuss the mechanics and financial analysis required to value, negotiate and successfully close transactions.*
- * *Identify the activities and transactions in the realm of investment banking.*
- * *Describe the role of investment banking for primary market, raising funds and for restructuring of business.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3/PSO2, PSO3
CO3	PO6, PO7/PSO4

BBAE0408: MANAGEMENT OF COMMERCIAL BANK

Introduction: This course introduces the students to the commercial banking system in India. It also gives a broad framework of retail banking and emerging trends in this field

Objectives: To enable the students gain insights into the emerging trends in the commercial banking scenario both at national & international levels.

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Meaning, Functions of Commercial Banks, Services Rendered, General Structure and Methods of Commercial Banks, Mechanism of Credit Creation, Clearing House System, System of Banking – Group Banking & Chain Banking, Unit Banking & Branch Banking, Investment Banking & Mixed Banking, Universal Banking, Merchant Banking & Virtual Banking. Retail Banking: Introduction, Characteristics, Advantages and Constraints in Retail Banking, Evolution of Retail Banking in India, Present Status and Global Trends in Retails Banking, Distinction Between Retail & Corporate Banking,	22
II	Overview of Retail Banking Products – Home Loans, Vehicle Loans, Personal Loans, Educational Loans, Credit & Debit Cards and Remittances, Safe deposit vaults. Emerging Trends: Social Responsibility of Banks Concept, Design & origin of E-Banking, Scope and Type of E-Banking – Internet Banking, Mobile Banking etc., Issue and Challenges in E-Banking, Advantages and Limitations of E-Banking. Internet Banking Functions, Electronic	23

	fund management, Security and control systems-cyber crimes & fraud management, E-Banking Demo Exercise	
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Reference Books/ Text Books / Cases:

- * Gopinath, M. N. *Banking Principles & Operations*. Mumbai: Snow White Publications Pvt. Ltd.
- * Saxena, G. S. *Legal Aspects of Banking Operations*, New Delhi: Sultan Chand and Sons.
- * Sethuraman, J. *Retail Banking*. New Delhi: Macmillan Publishers India Ltd.
- * Varshney, P. N. *Banking Law and Practice*. New Delhi: Sultan Chand and Sons.

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand about framework and functioning of commercial banks.*
- * *Discuss deep knowledge of retail banking and its products*
- * *Explain retail banking and how it is different from corporate banking*
- * *Understand the various emerging trends in banking at national & international level*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

* COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3, PO4/PSO2
CO3	PO4/PSO4
CO4	PO5, PO6/PSO3

BCCE0605: SUPPLY CHAIN ANALYTICS

Introduction: This course covers the basic concepts of supply chain management, during the course basic concepts regarding supply chain management will be applied using industrial data.

Objective: To provide a strong foundation in supply chain analytics in order to handle complex data bases, build advanced analytical models and deliver effective visualization product and comprehensive reports

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Basics of Supply Chain Management: Supply Chain Management – An Overview Supply Chain Analysis, Types of Supply Chains Advanced Planning, Overview of Supply Chain Models and Modeling Systems: Descriptive models, Optimization modes, Off-the shelf modeling system (SLIM), Supply chain operations	22

	reference model (SCOR), The network KEIRETSU, Nature-Inspired Intelligence in Supply Chain Management	
II	Concepts of Advanced Planning Systems: Structure of Advanced Planning Systems Strategic Network Planning Demand Planning Master Planning Demand Fulfillment and ATP Production Planning and Scheduling Purchasing and Material Requirements Planning Distribution and Transport Planning Coordination and Integration Collaborative Planning Implementing Advanced Planning Systems: The Definition of a Supply Chain Project, Implementation Process, Application of Supply Chain Models , Recent Issues in SCM: Role of Computer / IT in Supply Chain Management, CRM Vs. SCM.	23

Reference Books/ Text Books / Cases:

- * Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management
- * Agarwal D.K. - A Text Book of Logistics and Supply chain management
- * Sahay B.S. - Supply Chain Management
- * Chopra Sunil and Peter Meindl - Supply chain management

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the concept and importance of supply chain management at International Level*
- * *Understand various scenarios with sustainable concern using appropriate analytical tools.*
- * *Understand the sense of ethics to be applied to the global supply chain system.*
- * *Learn the Specific competencies along with IT solutions required for Global Logistics market.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3, PO4/PSO2
CO3	PO4/PSO4
CO4	PO6, PO7/PSO3

BCCE0606: CORPORATE SOCIAL RESPONSIBILITY & SUSTAINABILITY

Introduction: This course examines the role of corporate responsibility as a strategy to improve products, profits, and brand equity.



Objective: To examine the scope and complexity of corporate social responsibility (CSR) and to analyze the complex issues confronting organizational leaders as they develop their CSR programs thereby evaluating the level of commitment to CSR of various organizations and explain how it can be a source of competitive advantage.

Credits: 04

Semester VI

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to CSR: Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; Initiatives in India.</p> <p>CSR-Legislation in India & the world; The Drivers of CSR in India, Indices for CSR; Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends.</p>	23
II	<p>Voluntarism Judicial activism, Trusteeship concept of Mahatma Gandhi; Social Responsibility of Business.</p> <p>Identifying key stakeholders of CSR & their roles: Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Review current trends and opportunities in CSR. The Concept of whistle-blowing; the whistle-blower legislation across countries; developments in India. CSR as a Strategic Business tool for Sustainable development. Corporate Sustainability Reporting, Review of successful corporate initiatives & challenges of CSR. Case Studies of Major CSR Initiatives.</p>	22

Reference Books/ Text Books / Cases:

- * Corporate Social Responsibility in India - Sanjay K Agarwal
- * Handbook of Corporate Sustainability: Frameworks, Strategies and Tools - M. A. Quaddus, Muhammed Abu B. Siddique
- * Corporate Social Responsibility: Concepts and Cases: The Indian - C. V. Baxi, Ajit Prasad
- * Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, NewDelhi

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcome: After completing the course students will be able to:

- * Understand the concept of CSR.
- * Discuss the scope and legislative measures of corporate social responsibility (CSR).
- * Understand the complex CSR issues before corporate managers and leaders.
- * Recognize the key stake holders of CSR and their role.



Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3, PO4/PSO2
CO3	PO6, PO7/PSO4, PSO3

BCCE0607: DATA VISUALIZATIONS

Introduction: Visualization is increasingly important in this era where the use of data is growing in many different fields. Data visualization techniques allow people to use their perception to better understand this data

Objective: The goal of this course is to introduce students to data visualization including both the principles and techniques. Students will learn the value of visualization, specific techniques in



information visualization and scientific visualization, and how understand how to best leverage visualization methods

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to data visualization: Data for data graphics, Tableau introduction, Design principles Categorical, time series, and statistical data graphics, Introduction of visual perception, visual representation of data, Gestalt principles, information overloads. Creating visual representations - I: Visualization reference model, visual mapping, visual analytics, Design of visualization applications. Classification of visualization systems,	23
III	Creating visual representations - II: Interaction and visualization techniques misleading, Visualization of one, two and multi-dimensional data, text and text documents. Visualization of volumetric data: Vector fields, processes and simulations, Visualization of maps, geographic information, GIS systems, collaborative visualizations, evaluating visualizations.	22

Reference Books/ Text Books / Cases:

- * Ward, Grinstein Keim, Interactive Data Visualization: Foundations, Techniques, and Applications. Natick: A K Peters, Ltd.
- * E. Tufte, The Visual Display of Quantitative Information, Graphics Press.
- * Andy Kirk, Data Visualization A Handbook for Data Driven Design, Sage Publications Philipp
- * K. Janert, Gnuplot in Action, Understanding Data with Graphs, Manning Publications

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the concept of data visualization to be used in various management fields.
- * Analyze Data related problems in ethical manner.
- * Understand all functional aspect of Data Visualization acceptable globally.
- * Enhance Core competencies in Data visualization by using IT based Global solutions

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3, PO4/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0608: PREDICTIVE ANALYTICS

Introduction: Predictive analytics aims to predict the probability of the occurrence of a future event such as customer churn, loan defaults, and stock market fluctuations – leading to effective business management.

Objective: To understand how to use predictive analytics tools to analyze real-life business problems. To demonstrate case-based practical problems and interpret model outputs. To learn regression, logistic regression, and forecasting using software tools such as MS Excel, SPSS, and SAS

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Predictive Analytics: Overview, Nature, Scope, Objectives and Significance. Steps involved in predictive Analytics. Basic statistical concepts: standard error, confidence. interval estimation, significance values in testing, Simple and Multiple regression Various model of predictive analytics: Logit Probit Models, Time Series Decomposition Models	22
II	Smoothing Models, Box Jenkins (ARIMA), ARIMA with regression errors and ARIMAX, Models for times eries with multiple level seasonality. Financial Forecasting models: Bass Model for new product forecasting, Combing Forecast and Forecast Evaluation, Forecasting projects/case studies from Industry	23

Reference Books/ Text Books / Cases:

- * MillerW. Thomas Modeling Techniques in Predictive Analytics with Python and R: A Guide to Data Science by FT Press Analytics.
- * Bari Anasse, Chaouchi Mohamed and Jung TommyPredictive Analytics forDummies .
- * Siege Ib, Eric Die, Predictive Analytics: The Power to Predict Who Will Click, Buy.
- * Abbott Dean, Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst

Focus: This course focus on Employability aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the concept of predictive analytics and its significance.
- * Appreciate the application of predictive analytics.
- * Comprehend the various models of predictive analytics.
- * Realize the various financial forecasting models..

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3, PO4/PSO2
CO3	PO4/PSO4
CO4	PO5, PO6/PSO3

BCCE0702: GLOBAL FINANCIAL REPORTING STANDARDS

Introduction: *This course provides students with detailed knowledge of the key international financial reporting standards (IFRSs) and how they are interpreted and applied*

Objective: *To Understand, explain and apply the IASB's conceptual framework for financial reporting, Understand the need and method of presentation of financial statements in accordance with IFRS and to apply relevant financial reporting standards to key elements of financial reports*

Credits: 04

Semester VI

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>International Financial Reporting Standards: Meaning of IFRS - relevance of IFRS to India; merits and limitations of IFRS; process of setting IFRS- Practical challenges in implementing IFRS; a brief theoretical study of International financial reporting standards (IFRS) 1 – 15 - List of International accounting standards issued by IASB.</p> <p>Accounting for Assets and Liabilities: Recognition criteria's for Investment properties, Government grants, Borrowing costs, Construction contracts, share based payments, Provisions, Contingent liabilities and Contingent assets, Events occurring after the reporting period (Only Theory).</p> <p>Accounting for Assets and Liabilities: Recognition and measurement for property plant and equipment, Intangible assets, Inventories, Leases and Impairment. Accounting for Income tax, Employee benefits. - Simple problem</p>	22
II	<p>Presentation of Financial Statements: Outline for the preparation of financial statements - Statement of financial position; Comprehensive income statement; Statement of changes in equity (SOCE), IAS 18 – Revenue. Elements of financial statements as per IFRS – Non-current assets; current assets; equity; non- current liability; current liability; revenue; cost of sales; distribution costs; administrative expenses; financial costs – profits attributable to owners of controlling interest and non-controlling interest – Practical problems on each element.</p>	23

	<p>Accounts of Groups: Concept of group – need for consolidated financial statements - Preparation of consolidated financial statements – Procedure for the preparation of consolidated financial position statement – treatment of pre-acquisition profit; goodwill arising on consolidation; on-controlling interests at fair value – Practical problems.</p> <p>Disclosure Standards: Related party disclosure, Earnings per share, Interim financial reporting, Insurance contracts, Operating segments. (Theory Only).</p>	
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Reference Books/ Text Books / Cases:

- * R. Raivani Jagdish & Lodha Gaurav International Financial Reporting Standards (IFRS) and Indian Accounting Practices, New Century Publications
- * Bragg M. Steven IFRS Guide Book, BPP learning Media.
- * Dr. Saini A. L, IFRS for India, Snow white publications
- * CA Tripathy Shibarama, Roadmap to IFRS and Indian Accounting Standards
- * Garg Kamal IFRS concepts and applications by Bharath law house private limited.
- * Kirk J. Robert IFRS: A quick reference guide by, Elsevier Ltd.

Focus: This course focus on Employability aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Show the accounting and disclosure requirement under GFRS.
- * Understand the IFRS framework in comparison with the Indian financial reporting requirements (Indian GAAP) and explain the differences in Indian GAAP and IFRS.
- * Explain the approach to restate and interpret the financial statements as per IFRS.
- * Outline the financial statements in the light of global accounting framework and language.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3, PO4/PSO2
CO3	PO4/PSO4
CO4	PO5, PO6/PSO5, PSO3

BCCE0703: ADVANCED FINANCIAL MANAGEMENT

Introduction: The subject aims to explain the students in grasping the details as to how things function at the financial part and how decisions are taken for the betterment of the same.

Objectives: Students would be able to develop advance understanding about financial management and the role it plays in the overall performance of a Business.

Module No.	Content	Teaching Hours (Approx.)
I	Project Finance: Project Planning – Preparation of Project Report, Project Appraisal under Normal Inflationary and Deflationary Conditions; Project Appraisal by Financial Institutions – Lending Policies and Appraisal Norms by Financial Institutions and Banks; Project Review and Control; Social Cost and Benefit Analysis of Project. Term loans from Financial institutions and Banks; Lease and Hire Purchase Finance; Venture Capital Funds; Private Equity; International Finance and Syndication of Loans, Deferred Payment Arrangements; Corporate Taxation and its Impact on Corporate Financing; Financing Cost Escalation. Business Valuation: Value Concept, Principles & Techniques of Valuation, Discounted Cash Flow Valuation: Steps, Assumptions, Applications,	22
II	Business Valuation: Value Drivers; Relative Valuation: Steps, Applications, Valuation Multiples, Value based Management Working Capital Management: Meaning, Types, Determinants and Assessment of Working Capital Requirements, Negative Working Capital; Operating Cycle Concept and Applications of Quantitative Techniques; Management of Working Capital – Cash Receivables Inventories; Financing of Working Capital; Banking Norms and Macro Aspects; Factoring and Forfaiting.	23

Reference Books/ Text Books / Cases:

- * Arnold, Glen. Corporate Financial Management. Pearson Education.
- * Khan, M. Y., & Jain, P. K. Financial Management. New Delhi: Tata McGraw-Hill.
- * Kishore, R. M. Financial Management. New Delhi: Tata McGraw-Hill.
- * McMillan, Edward J. Not-for-Profit: Budgeting & Financial Management. John Wiley & Sons.
- * Pandey, I. M. Financial Management. New Delhi: Vikas Publishing House.
- * P.V. Kulkarni - Financial Management - Himalaya Publishing House, Mumbai.

Focus: This course focus on Employability aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the project finance of financial management.*
- * *Explain the business valuation concept.*
- * *Define the working capital management.*
- * *Compare various Financial proposals and decision making.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3, PO4/PSO2

CO3	PO4/PSO4
CO4	PO5, PO6/PSO5, PSO3

BCCE0704: STRATEGIC DECISION MAKING

Introduction: The subject aims to familiarize the students with the details as to how proper strategies and proper decision making helps in enabling and improving results.

Objectives: Students would be able to develop a basic understanding about various strategies and overall effect of decision making in various areas of management.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Strategic decision making: Meaning, Definition and significance of Strategic decision making, Process and levels of strategy Business model and definition, Policy, leverage and strategy concept, Hierarchy of Strategic Intent Internal Environmental Analysis: Resource Based View of Firm, SWOT Analysis, Value chain analysis and VRIO Framework & Application in decision making. Evaluating Firm's Internal Capabilities and relate it with decision making.	22
II	External Environmental Analysis: Industry analysis and Macro Environment, Porter's 5 Forces Model, Imitation & Competitive Dynamics in global market, Strategic Groups and Strategic Types. Corporate Level Strategies: Portfolio Analysis- BCG matrix and GE models, The Corporate Parent, Types of strategies for Growth, Stability & Retrenchment Business Level Strategy: Porter's Generic strategy model, Strategic Choice, 'Blue-Ocean' Strategy Strategy Implementation Strategy Implementation and challenges,	23

Reference Books/ Text Books / Cases:

- * Azhar, K. *Business Policy and Strategic Management*. New Delhi: Tata McGraw Hill Publication.
- * Hunger and Wheelen. *Strategic Management*. New Delhi: Pearson Education.
- * Galbraith, J.R. *Strategy Implementation: The Role of Structure and Process*. West Publishing Company. Macmillan, H. & Tampoe

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the principles and practices of strategic decision making.
- * Appreciate the theories and strategy frameworks.
- * Comprehend the nature of strategic decision making by knowing the market.
- * Recognize how strategic strength and limitations effects on overall strategy proces.

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3, PO4/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0705: STRATEGIC COST MANAGEMENT

Introduction: *The course is designed to prepare students for careers as professional management accountants.*

Objective: *To describe the basic conventions and doctrines of managerial and cost accounting and other generally accepted principles which may be applied in the contemporary cost management models.*

Credits: 4

Semester - VI

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Strategic Cost Management: Traditional v/s Strategic Cost Management, Components of Strategic Cost Management, Positioning Analysis, Strategic frameworks for value chain analysis, Superior Performance and competitive advantage, Vision, Mission & Objectives of SCM, Role of Management Accountant</p> <p>Modern Business Environment: Understanding the cost of quality, Total quality management, the business excellence model, theory of constraints, throughput accounting, supply chain management, gainsharing arrangements, outsourcing</p>	22
II	<p>Management Control System: concept of management control, Issue in designing of management costing system, the types of control.</p> <p>Lean Manufacturing and Quality Control, Responsibility center and Management Audit</p> <p>Cost Management Techniques: Cost control, waste control and cost reduction, target costing, target costing v/s traditional costing, life cycle costing, pareto analysis, environmental management accounting</p> <p>Activity Based Cost Allocation Systems, Customer Profitability Analysis, Strategic Performance Management Systems, Environmental and Social Management Accounting</p>	23

Reference Books/ Text Books / Cases:

- * Management and Cost Accounting: By Bihmani, Horngren, Data and Rajan; Pearson Education.
- * Strategic Management Accounting: By Hoque ; Pearson Education.
- * Strategic Cost Management: By Shank and Govindarajan ; The Free Press.

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand cost drivers concept.*
- * *Classify the alternative cost accounting methods.*
- * *Illustrate cost and value principles.*
- * *Define the cost management strategies.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1

CO2	PO3, PO4/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0803: INTERNATIONAL TAXATION

Introduction: This subject of International Taxation Paving the way for specialization in this key concern area of businesses engaged in cross border transactions and tax administrations.

Objective: To develop an understanding of the concepts, principles and provisions relevant to international taxation and acquire the ability to apply such knowledge to make computations and address issues in practical case scenarios.

Credits: 04

Semester VI

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Transfer Pricing provisions under the Income-tax Act, 1961: Arm's Length Price, International Transactions, Most Appropriate Method, Functions, Assets and Risk Analysis, Documentation & Compliances, Specific Reporting Regime in respect of Country by Country reporting and master file, Advance Pricing Agreements</p> <p>Other Provisions relating to taxation of international transactions and non-resident taxation under the Income-tax Act, 1961: Non-resident Taxation (including Source Rule of Taxation), Double Taxation Relief, Advance Rulings.</p> <p>Law and Procedures under the Black Money (Undisclosed Foreign Income and Assets) and Imposition of Tax Act, 2015 - An Overview : Introduction, Basis of charge, Tax Management, Penalties, Offences and prosecution, General provisions</p> <p>Overview of Model Tax Conventions: OECD Model Tax Convention, UN Model Tax Convention, US Model Tax Convention</p>	22
II	<p>Tax treaties, Application and Interpretation : Features of Tax treaties, Overview of Tax Information Exchange Agreements, Commentaries and their importance, Role of Vienna Convention in application and interpretation of tax treaties</p> <p>Anti-Avoidance Measures: Controlled Foreign Corporations, Base Erosion and Profit Shifting, Other Anti Avoidance Measures: Controlled Foreign Corporations, Base Erosion and Profit Shifting, Other Anti-Avoidance Measures.</p> <p>Taxation of E-Commerce Transactions: Introduction, Emerging issues, Equalisation levy</p>	23

Reference Books/ Text Books / Cases:

- * Nigam Nuggehalli, International Taxation: The Indian Perspective, Springer India
- * Nilesh Modi, The Law and Practice of Tax Treaties: An Indian Perspective, CCH Wolters Kluwer (India)
- * Werner Haslehner, Tax and the Digital Economy Challenges, Wolters Kluwer



- * M. M. Sury Tax System in India: Evolution and Present Structure, New Century Publications
- * International Taxation - Study Material issued by the ICAI

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the arm's length price for an international transaction using the appropriate method.*
- * *Explain the provisions of the Income-tax Act, 1961.*
- * *Outline the taxation concepts in addressing relevant issues.*
- * *Interpret the features of, and need for, tax treaties.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3, PO4/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0804: CROSS CULTURAL MANAGEMENT

Introduction: This course will help students in developing understanding of the concepts of cross cultural management issues and increasing complexity in terms of international business.

Objective: To acquaint the students with the issues pertaining to international business and to enable them to learn the various problems due to diversified culture and ethnicities.

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Fundamentals of International Business: Introduction to International Business: Importance. Nature and scope of International business; Theories on International Trade, Modes of entry into International Business, Internationalization process and its managerial implications.</p> <p>Cross cultural aspects of international business: International Management: Concept, Dimensions and Approaches; Business culture and corporate culture; Problems of intercultural communication; Cross-cultural values and business management; Business values ethics and social responsibilities.</p> <p>Cross cultural aspects of international business: International Management: Concept, Dimensions and Approaches; Business culture and corporate culture; Problems of intercultural communication; Cross-cultural values and business management; Business values ethics and social responsibilities.</p>	23
II	<p>Cross cultural risks in International business: Managing Political Risks: Host country-home country and multinational relationships; Political risk assessment and protection techniques for multinational corporations; Organizing for political risk management.</p> <p>Cross cultural strategies adopted in international business: Managing international collaborative arrangements: Joint Ventures and other forms for strategic alliances, Traditional and emerging reasons for forming strategic alliances: Shortcomings of strategic alliances; Making cross-cultural alliances successful.</p> <p>International Business Negotiations: Importance of business negotiations; Business negotiation process and skills, Management of business negotiations, Negotiations within groups, Negotiations across cultures.</p>	22

Reference Books/ Text Books / Cases:

- * Hill, Charles W. L., International Business, McGraw Hill, New York.
- * Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, Addison Wesley, Readings.
- * Cateora, Phillip R. and John L. Graham, International Marketing., Irwin McGraw Hill, Boston.
- * Nagadhi, A.R., International Management, Prentice Hall of India Private Ltd.

Focus: This course focus on Entrepreneurship aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:



- * *Discuss the International business process and its managerial implications.*
- * *Understand the importance of cross cultural aspects of International business.*
- * *Discuss the various cross cultural strategies adopted at international level.*
- * *Understand the various dimensions and approaches to cross cultural management.*
- * *Discuss the concept and significance of International Business Negotiations.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3, PO4/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCME0405: INTERNATIONAL ETHICAL AND LEGAL ISSUES

Introduction: This course on international ethical and legal issues would help the students in getting the understanding of the concepts related to ethical and legal framework

Objectives: To acquaint the students with the concepts related to ethics and legal issues
To enhance their skill to effectively manage ethical and legal issues in international perspective.

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction and basic concepts of Business ethics: Business ethics Context and history; Ethics and Stakeholders; Business Ethics and individual decision making; Ethics Personal and Organizational ethics in International Business; Advertising and ethical Issues; Ethical Issues confronting International Business; Ethics, organization and Corporate social responsibility; Community Trade agreements and Globalization; Upholding Ethics and Integrity in International Business</p> <p>International Business Law: Meaning, scope, sources of International business law; Legal Environment of International Business, International law and Organizations; resolution of International Disputes;</p>	22
II	<p>GATT law and WTO dispute settlement, dumping and anti dumping measures, laws governing access to foreign markets - Technical barriers to trade, import licensing procedures, government procurement, trade in services, trade in agriculture.</p> <p>Technology import contract – Technology Policy and environment – Selection and transfer issues – Law for protection of Intellectual Property Rights, Patents, Trademarks, etc. Law of Product Liability – Laws relating to customs practices and procedures – Settlement of International Trade Disputes – Carriage of goods by sea, air, and over road. International sales – sales contracts, conventions on contracts, remedies for breach of contracts, cultural influences on contracts, documentary sales and terms of trade, shipping terms and the risk of loss, carriage of goods, liabilities of carriers</p>	23

Reference Books/ Text Books / Cases:

- * Cheeseman, Henry R, *Business Law: the Legal, Ethical, and International Environment*, Prentice Hall, 2nd Edn.
- * Bohlman, *The Legal, Ethical & International Environment of Business – Industrial Laws & Legislation*.
- * Nan S. Ellis, *Study Guide with Critical Legal Thinking Cases: Business Law: The Legal, Ethical, and International Environment*, Allyn & Bacon 3rd Edn.
- * Palle Krishna Rao, 'WTO text and cases' Excel Books
- * Vinod V Sople, 'Managing Intellectual Property' PHI Learning Private Limited
- * Herbert M Bohlman & Mary Jane Dundas, *The Legal, Ethical, and International Environment of Business, 4th Edition*, South – Western College Publishing

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts of business ethics at international level.

- * *Comprehending the international business law.*
- * *Escalate the usage of technology in ethics and law.*
- * *Developing aptitude to gauge a business firms practices on ethical grounds.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3, PO4/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCE0805: INTERNATIONAL FINANCIAL REPORTING

Introduction: *This course provides students with detailed knowledge of the key international financial reporting and how they are interpreted and applied*

Objective: *To understand, explain and apply the IASB's conceptual framework for financial reporting, Understand the need and method of presentation of financial statements in accordance with IFRS and to apply relevant financial reporting standards to key elements of financial reports*

Credits: 04

Semester VI

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>International Financial Reporting: Meaning of IFR - relevance of IFRS to India; merits and limitations of IFRS; process of setting IFRS- Practical challenges in implementing IFRS; a brief theoretical study of International financial reporting. Introduction to IASB</p> <p>IAS 16 for Property, plant and equipment: nature of plant, equipment, property, nature of depreciation, revaluation of property, accounting, impairment and disposal.</p> <p>Borrowing cost: meaning, objectives, nature, methods of accounting for borrowing cost, identification of borrowing cost for capitalization.</p>	22
II	<p>Indian AS 37, 39 and IFRS 13: provision forContingent liabilities and assets, nature of contingent assets, accounts for provisions, preparation of financial statements, financial instruments: recognition and measurement, introduction and classification, financial assets and liabilities.</p> <p>Ind AS 1: Accounting policies, accounting estimates, IAS 8 for events after reporting date. IAS 10 for structure and contents fo financial statement, statement of financial position, statement of profit or loss, statement of changes in equity, preparation of cash flow statement, numerical.</p>	23



	Disclosure Standards: Related party disclosure, Earnings per share, Interim financial reporting, Insurance contracts, Operating segments. (Theory Only).	
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Reference Books/ Text Books / Cases:

- * R. Raivani Jagdish & Lodha Gaurav International Financial Reporting Standards (IFRS) and Indian Accounting Practices, New Century Publications
- * Bragg M. Steven IFRS Guide Book, BPP learning Media.
- * Dr. Saini A. L, IFRS for India, Snow white publications
- * CA Tripathy Shibarama, Roadmap to IFRS and Indian Accounting Standards
- * Garg Kamal IFRS concepts and applications by Bharath law house private limited.
- * Kirk J. Robert IFRS: A quick reference guide by, Elsevier Ltd.

Focus: This course focus on Employability aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the accounting and disclosure requirement under GFRS.*
- * *Explain the IFRS framework in comparison with the Indian financial reporting requirements (Indian GAAP) and explain the differences in Indian GAAP and IFRS.*
- * *Demonstrate the approach to restate and interpret the financial statements as per IFRS.*
- * *Show the financial statements in the light of global accounting framework and language.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3, PO4/PSO2
CO3	PO4/PSO4
CO4	PO6/PSO3

BCCC0807: COMMERCIAL APTITUDE - VI

Introduction: This course has been designed keeping in mind the requirements of those students who intend to pursue higher education in management and excel in other fields.

Objective: To help the students understand about the various competitive exams of management and how to prepare for the same and provide them understanding on techniques. The purpose of this course is to make them agile in solving these problems on basis of sound logics and to develop a habit of doing this so they can achieve their target

Credits: 02
Semester VI
L-T-P : 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p><u>Quantitative Aptitude:</u> Functions: Basic introduction. Definition of dependent and independent variables, domain and range. Types of functions. Analytical, Tabular and graphical representation of functions. Even and odd functions. Inverse function. Shifting of Graphs etc. Quadratic Equation: Properties of Quadratic Equations and Their roots. The sign of a quadratic expression. Graphical representation of a quadratic Function etc. <u>Reasoning Ability:</u> Logical Connectives: Introduction to complex sentences. Negation of simple sentences. Introduction to different type of connectives like; "if then", "only if", "unless", "and", "either or" etc. Negation of complex sentences. Identification of correct conclusion.</p>	22
II	<p><u>Quantitative Aptitude:</u> Data Interpretation: Basics of calculative approaches (Vedic maths, Percentage, ratio & Proportion and Averages) and logics to solve DI problems. Introduction to line, table, bar and pie charts. <u>Reasoning Ability:</u> Critical Reasoning-I: Statement and Assumption. Identification of valid assumptions. Keywords("Only", "All", "Always", "Never" etc) Importance to identify the appropriate Assumption. Cause and Effect. Identification of appropriate Cause for given Effect and vice versa. Critical Reasoning-II: Statement and Argument. Identification of valid argument. Course of Action. Inferences from a given in statement or given information. Strengthening and Weakening of given inferences.</p>	23

Reference Books/ Text Books / Cases:

- * How to prepare for Quantitative aptitude test for CAT , by Arun Sharma, Fifth edition, T.M.H publication
- * How to Crack Test of Reasoning: In All Competitive Exam , by jaikishan and premkishan, Arihant publication
- * Analytical Reasoning Revised Edition by, M.K pandey, BSC publication
- * Quantitative aptitude by R.S aggarwal for Bank P.O/I.B.P.S P.O/A.A.O / Railways , S. chand publication
- * Patodi, B, Choudhary, A, Verbal Ability & Comprehension for CAT/ XAT/ IIFT/ CMAT/ MAT/ Bank PO/ SSC 2nd Edition, New Delhi, Disha Publication.

- * Saxena, V, Bhatia, V, Crack WAT/GD/PI for MBA Admissions (Must for CAT/ XAT/ IIFT/ FMS/ SNAP/ NMAT/ CMAT Aspirants), New Delhi, Disha Publication.

Focus: This course focus on Skill Development aligned with all COs

Intended Outcomes: After completion of the course, student will be able to:

- * *Comprehend and deduce inferences related to problems.*
- * *Recognize their ability to solve complex business problems.*
- * *Realize the logical and visualizing ability.*
- * *Develop a better perspective to solve problems.*

Mapping of Course Outcomes with Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO3, PO4/PSO2
CO3	PO4/PSO4
CO4	PO6, PO7/PSO3



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COURSE STRUCTURE

(UNDER CBCS)

OF

BACHELOR OF COMMERCE (HONS.)

[B. COM. {H}]

I, II & III YEAR

(SESSION 2020-21)

First Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BCMC0001	Essentials of Accounting	CORE	3	1	0	4	5
2	BCMC0002	Micro Economics	CORE	3	1	0	4	5
3	BCMC0003	Business Communication and Commercial Knowledge	CORE	3	1	0	4	5
4	BCMC1004	Business Organization & Management	CORE	3	1	0	4	5
5	BBAC0015	Fundamentals of Computers and Data Handling	AECC	2	0	0	2	2
6	BBAC0801	Practical on Computer Application	SEC	0	0	4	2	5
		Total					20	27

Second Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BCMC0005	Advanced Accounting	CORE	3	1	0	4	5
2	BCMC0006	Macro Economics	CORE	3	1	0	4	5
3	BMAS0251	Commercial Statistics	CORE	3	1	0	4	5
4	BALO0103	Patent and Copyright Law	GE	4	0	0	4	5
	BALO0105	Mercantile Law						
5	BCHS0102	Environmental Studies	AECC	2	0	0	2	2
6	BCMC0800	Practical on Computer Applications in Accounting	SEC	0	0	4	2	5
		Total					20	27

Third Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BCMC0007	Corporate Accounting – I	CORE	3	1	0	4	5
2	BCMC1008	Taxation Laws & Practices – I	CORE	3	1	0	4	5
3	BBAC0009	Fundamentals of Banking & Insurance	CORE	4	0	0	4	4
4	BBAC1012	Human Resource Management	CORE	4	0	0	4	4
5	BELO1010	Business Ethics & Values	GE	4	0	0	4	4
	BELO0011	Remedial English						
6	BCMC0009	Qualitative Aspects of Business Economics	CORE	4	0	0	4	4
7	BCMC0801	Communication Techniques and Presentation Skill	SEC	0	0	4	2	4
		Total					26	30

Fourth Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BCMC0010	Corporate Accounting – II	CORE	3	1	0	4	5
2	BCMC0011	Taxation Laws & Practices – II	CORE	3	1	0	4	5
3	BBAC0011	Financial Management	CORE	3	1	0	4	5
4	BCMC0012	Functional Aspects of International Business	CORE	4	0	0	4	4
5	BALO1108	Consumer Protection Laws	GE	4	0	0	4	4
	BALO0104	Corporate Laws						
6	BCMC0013	Research Methodology for Business	CORE	4	0	0	4	4
7	BCMC0802	Virtual Trading in Stock Market	SEC	0	0	4	2	3
		Total					26	30

Fifth Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BCMC0014	Accounting for Management	CORE	3	1	0	4	5
2	BCMC0015	Cost Accounting	CORE	3	1	0	4	5
3		Specialization Elective 1 (Group A)	DSE	3	1	0	4	5
4		Specialization Elective 2 (Group A)	DSE	3	1	0	4	5
5		Specialization Elective 1 (Group B)	DSE	3	1	0	4	5
6		Specialization Elective 2 (Group B)	DSE	3	1	0	4	5
7	BCMJ0961	Project Report & Presentation	DIS/ PROJ	0	0	0	3	-
		Total					27	30

Sixth Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BCMC0016	Management of Working Capital	CORE	3	1	0	4	5
2	BCMC0017	Auditing	CORE	3	1	0	4	5
3		Specialization Elective 3 (Group A)	DSE	3	1	0	4	5
4		Specialization Elective 4 (Group A)	DSE	3	1	0	4	5
5		Specialization Elective 3 (Group B)	DSE	3	1	0	4	5
6		Specialization Elective 4 (Group B)	DSE	3	1	0	4	5
7	BCMJ0962	Comprehensive Viva	DIS/ PROJ	0	0	0	3	-
		Total					27	30

ELECTIVES - Fifth Semester

S. No.	Code	Subject	Cat	L	T	P	C
GROUP 1: ACCOUNTING AND FINANCE							
1	BBAE1302	Management of Financial Institutions & Services	DSE	3	1	0	4
2	BCME0101	Public Finance	DSE	3	1	0	4
3	BCME0102	Microfinance	DSE	3	1	0	4
4	BBAE0301	International Financial Management	DSE	3	1	0	4
GROUP 2: BUSINESS ADMINISTRATION AND LAW							
5	BCME0201	Entrepreneurship and Small Business Management	DSE	4	0	0	4
6	BBAE0106	International Human Resource Management	DSE	4	0	0	4
7	BCME0202	Principles of Business management	DSE	4	0	0	4
8	BBAE0102	Industrial Relations	DSE	4	0	0	4
GROUP 3: APPLIED BUSINESS ECONOMICS							
9	BCME0301	Business & Economic Environment	DSE	4	0	0	4
10	BCME0302	Mergers and Acquisitions	DSE	4	0	0	4
11	BCME0303	Industrial Economics	DSE	4	0	0	4
12	BCME0304	Indian Economics	DSE	4	0	0	4
GROUP 4: BANKING AND INSURANCE							
13	BBAE0401	Principles and Practices of Life Insurance	DSE	3	1	0	4
14	BBAE0402	Functional Aspects of Banking	DSE	3	1	0	4
15	BBAE0403	Insurance Laws and Environment	DSE	3	1	0	4
16	BBAE0404	e-Banking	DSE	3	1	0	4
GROUP 5: INTERNATIONAL BUSINESS							
17	BBAC0013	International Business Management	DSE	4	0	0	4
18	BCME0401	Management of International Trade	DSE	4	0	0	4
19	BCME0402	International Logistics	DSE	4	0	0	4
20	BCME0403	International Treaties and Convention	DSE	4	0	0	4

ELECTIVES - Sixth Semester

S. No.	Code	Subject	Cat	L	T	P	C
GROUP 1: ACCOUNTING AND FINANCE							
1	BBAE0305	Investment Management	DSE	3	1	0	4
2	BCME0103	Financial Reporting and Analysis	DSE	3	1	0	4
3	BCME0104	Financial Analytics	DSE	3	1	0	4
4	BCME0105	Security Analysis and Portfolio Management	DSE	3	1	0	4
GROUP 2: BUSINESS ADMINISTRATION AND LAW							
5	BCME0203	Compensation Management	DSE	4	0	0	4
6	BCME0204	New Venture Planning	DSE	4	0	0	4
7	BAL00118	Corporate Governance and Laws	DSE	4	0	0	4
8	BBAE0108	Labour Laws	DSE	4	0	0	4
GROUP 3: APPLIED BUSINESS ECONOMICS							
9	BCME0305	e-Commerce	DSE	4	0	0	4
10	BCME0306	Economics and Regulations of Exchange Markets	DSE	4	0	0	4
11	BCME0307	Development Economics	DSE	4	0	0	4
12	BCME0308	Behaviourial Economics	DSE	4	0	0	4
GROUP 4: BANKING AND INSURANCE							
13	BBAE0405	Principles and Practices of General Insurance	DSE	3	1	0	4
14	BBAE0406	Banking Laws and Environment	DSE	3	1	0	4
15	BBAE0407	Marketing of Financial Product and Services	DSE	3	1	0	4
16	BBAE0408	Management of Commercial Bank	DSE	3	1	0	4
GROUP 5: INTERNATIONAL BUSINESS							
17	BCME0404	Cross Cultural Issues in International Business	DSE	4	0	0	4
18	BCME0405	International Ethical and Legal Issues	DSE	4	0	0	4
19	BBAE0203	International Marketing	DSE	4	0	0	4
20	BCME0406	Emerging Aspects of Foreign Trade Policy	DSE	4	0	0	4



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DETAILED SYLLABUS

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BCMC0001: ESSENTIALS OF ACCOUNTING

Introduction: This course is designed to help students to appreciate the importance of financial accounting in the workplace and how to use it effectively

Objective: To enable the students with regard to the posting of transactions to the ledger and the preparation of final accounts with adjustments

Credits: 04

Semester I

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Accounting: Meaning, Difference between accounting and book keeping, Branches of Accounting; Importance and Limitations of Accounting, Users of Accounting information, Accounting Principles, Assumptions, Conventions and Concepts.</p> <p>Accounting standard- Overview (Indian), AS 1, AS 3, AS 10, AS 21, AS 26.</p> <p>Recording: Accounting Cycle/process, Journal, Golden Rules of Accounting, Compound journal entry, Opening entry, Numerical on Journal Entries</p> <p>Subsidiary Books: Cash Book, Purchase Book, Purchase Return Book, Sales Book, Sales Return Book, Journal Proper, Debit Note and Credit note.</p> <p>Bank Reconciliation Statement- Meaning, Objective & Significance.</p> <p>Ledger: Meaning, Need, Posting Transactions to Ledger, Closing different types of Ledgers, Numerical Problem.</p> <p>Trial Balance: Meaning, Preparation of Trial Balance, Errors and rectification (Error of Commission, Error of Omission, Principle Error, Compensating Error), Numerical Problems on preparation and correction of Trial Balance.</p>	22
II	<p>Capital and Revenue: Classification of Income; Classification of Receipts & Expenditure. "Accounting concepts & income measurement, Expired costs and income measurement in final accounts"</p> <p>Rectification of Errors: Classification of errors; Location of errors: Suspense account;</p> <p>Preparation of Final Accounts: Manufacturing accounting, Trading accounting, P&L A/c and Balance Sheet with adjustments.</p> <p>Depreciation Accounting- Meaning, Causes of depreciation, Calculating Depreciation – Straight Line & Written-Down Value Method</p>	23

Reference Books/ Text Books / Cases:

- * Grewal, T.S. Introduction to Accountancy. New Delhi: S. Chand & Co.
- * Maheshwari S. N. & Maheshwari S. K. Advanced Accountancy Vol. I, Noida: Vikash Publishing House Pvt. Ltd.
- * Sehgal, A. & Sehgal, D. Advanced Accountancy Vol. I. New Delhi: Taxman Publication.
- * Shukla, M. C., Grewal, T. S. and Gupta, S. C. Advanced Accounts. New Delhi: S.Chand & Co.
- * Tulsian, P. C. Financial Accounting. New Delhi: Pearson Education.

FOCUS: This course is focused on skill development under CO1, CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Comprehend the principles of accounting and its importance in today's business world.
- * Understand the main concepts and principles of Accounting.
- * Enhance the theoretical notions of accounting and its application to other areas of accounting
- * Prepare such documents as final accounts and ledger

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO4/ ,
CO4	PO2, PO3/ PSO4,

BCMC0002: MICRO ECONOMICS

Introduction: It places primary emphasis on the nature and functions of product markets, and includes the study of factor markets and the role of government in the economy.

Objective: To give students a thorough understanding of the principles of economics and decisions of individuals--both consumers and producers--within the larger economic system.

Credits: 04

Semester I

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Definition & Scope of Economics, Types of Economic Analysis, Kind of economic decisions, Concept of scarcity and opportunity cost, Production Possibility curve</p> <p>Consumer Theory</p> <p>Utility Approach: Law of diminishing marginal utility & Law of Equi-marginal utility. Indifference Curve Approach: Properties and consumer Equilibrium</p> <p>Demand and Supply: Determinants of Demand, movement vs. shift in demand curve, Determinants of Supply, movement along a Supply curve vs. shift in supply curve, Law of demand & Supply, Elasticity of demand & Supply</p> <p>Production Theory: Introduction, Types of Input, Production Function, Production function with one variable and Production function with two variables, Isoquants & Production Equilibrium</p>	22
II	<p>Cost Concept: Introduction, Kinds of Cost, Cost in Short Run and Cost in Long Run</p> <p>Economies and diseconomies of Scale: Internal Economies And External Economies</p> <p>Market Structure and Factor Pricing</p> <p>Perfect Competition: Features, Determinants of Price and Output in Short-run and Long-run, Monopoly: Features, Determinants of Price and Output in Short-run and Long-run, Concept of Price Discrimination</p> <p>Monopolistic Competition: :Features, Determinants of Price and Output in Short-run and Long-run, Oligopoly: Features, Determination of Price and Output, Price Rigidity.</p> <p>Factor pricing : Wages, Interest and various theories, Economic rent and various theories , Profit and Interest, Functional distribution of Income.</p>	23

Reference Books/ Text Books / Cases:

- * Das, P. S. Micro Economics for Business. New Delhi: Sage Publications India.
- * Dwivedi, D. N. Managerial Economics. Noida: Vikas Publishing House.
- * Geetika, Ghosh, P. & Chodhury, P. R. Managerial Economics. New Delhi: Tata McGraw Hill.
- * Pindyck, S. R. & Rubinfeld, L. D. Micro Economics. New Delhi: Pearson Education.

FOCUS: This course is focused on skill development under CO1.

Intended Outcomes: After completion of the course, student will be able to:

Analyze the various market structures and factor pricing theory
Define the Economic theories and its concepts
Develop the understanding of Microeconomics instruments
Acquire the necessary skills to analyze certain economic aspects.

BCMC0003: BUSINESS COMMUNICATION & COMMERCIAL KNOWLEDGE

Introduction: The course is aimed at equipping the students with necessary techniques and skills of communication to inform inspire and enlist their activity and willing cooperation in the performance of their jobs.

Objective: To acquire skills in reading, writing, comprehension and communication, as also to use electronic media for business communication.

Credits: 04

Semester I

L-T-P: 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Nature, Process and Importance of Communication, Types of Communication, Different forms of Communication, Characteristics of successful communication, Barriers & Overcoming Barriers: Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers.</p> <p>Oral Communication: Meaning of Oral Communication. Principles of Successful Oral Communication. Conversation Control.</p> <p>Written Communication: Purpose of writing, Clarity in writing, Principles of effective writing, Approaching the writing process systematically.</p> <p>Group Communication: Meetings- Planning Meetings, Objectives, Participants, Timing, Venue of Meetings, Leading Meetings. Media Management-The Press Release, Press Conference, Media Interviews. Business Etiquettes.</p>	23
II	<p>Business Correspondence: Letter Writing, Presentation, Inviting Quotations, Sending Quotations, Placing Orders, Inviting Tenders, Sales Letters, Claim & Adjustment Letters and Social Correspondence, Memorandum, Inter-Office Memo, Notices, Agenda, Minutes.</p> <p>Employment Communication: Job Application Letter, Preparing Resume, Difference between Resume and CV. Group Discussions: Introduction, Concept, Purpose, Types of Group Discussion, Strategies to Succeed, Dos and Don'ts. Interview Skills: Introduction, Concept, Purpose, Types of Interview. Candidate Strategies to Succeed, Dos and Don'ts.</p> <p>E-Communication: Role, Effects and Advantages of Technology in Business Communication Like E-Mail, Text Messaging, Instant Messaging and Modern Techniques, like Video Conferencing, Social Networking. Guidelines for Writing Effective E-Mail & Social Media.</p>	22

Reference Books/ Text Books / Cases:

- * Lesikar, R. V., & Petitt, J. D. Jr. Business Communication: Skills for Empowering the Internet Generation. 10th Edition. Tata McGraw-Hill Publication.

- * Mohan, Krishna & Banerji M. Developing Communication Skills. Macmillan Publishers India Ltd.
- * Chhabra, T. N. Effective business communication. New Delhi: Sultan Chand & Sons.
- * Pal, R., & Korlahalli, J. S. Essentials of business communication. New Delhi: Sultan Chand & Sons.

FOCUS: This course is focused on skill development under CO1.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the concept, process and importance of communication.
- * Cultivate skills for communicate professionally and persuasively.
- * Gain knowledge of modern techniques of business communication.
- * Develop the skills related to effective presentations and interviews.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ , PSO3
CO2	PO2, PO4/ , PSO4
CO3	PO3, / ,
CO4	PO2, PO3/ PSO4,

BCMC1004: BUSINESS ORGANISATION & MANAGEMENT

Introduction: *This course on business organization and management would help the students in getting an outlook of how business organizations function and managed.*

Objective: *To enable the students in terms of understanding the various concepts related to business organizations and managerial aspects.*

Credits: 04

Semester I

L-T-P :3-1-0

Module No.	Semester I	Teaching Hours (Approx.)
I	<p>Business and Business System: Concept & characteristics, objectives, classification of activities, factors affecting business, Launching of business, Pre establishment considerations.</p> <p>Foundation of Indian Business Manufacturing and service sectors. India's experience of liberalization and globalization, Technological innovations and skill development. 'Make in India' Movement. Multinational Corporations and Indian transnational companies. Social responsibility and ethics. Emerging opportunities in business; Franchising, Outsourcing, and E-commerce.</p> <p>Business Enterprises Sole Proprietorship, One Person Company, Joint Hindu Family Firm, Partnership firm, Joint Stock Company, Cooperative society; Limited Liability Partnership. Choice of Form of Organisation.</p>	23
II	<p>Entrepreneurial Process- Idea generation, Feasibility study. Basic considerations in setting up a Business Enterprise.</p> <p>Nature of Management: Concept, Nature & Importance, Principles of Management</p>	22



	<p>The Process of Management:</p> <p>Planning: Concept, Nature, Importance, Steps in Planning, Types of Plan</p> <p>Organising: Concept, Departmentation, Organisation Structures, Delegation & Authority</p> <p>Staffing: Recruitment, Selection, Training</p> <p>Directing: Concept, Importance, Principles, Leadership, Motivation, Communication</p> <p>Controlling: Concept, Importance, Process of Control, Techniques of Controlling, Essentials of Effective Control System</p>	
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Reference Books/ Text Books / Cases:

- * Bhushan, Y. K... Fundamental of Business Organisation and Management. New Delhi: Sultan Chand & Sons.
- * Gupta, C. B. Business organization and management. New Delhi: Sultan Chand & Sons.
- * Gupta, C. B. Management concept & practices. New Delhi: Sultan Chand & Sons.
- * Prasad, L. M. Principles and practice of management. New Delhi: Chand & Sons.
- * Singh, B.P. & Chhabra, T.N., Business Organisation and Management, Sun India Publications, New Delhi.
- * Shankar, Gauri; Modern Business Organisation, Mahavir Book Depot, New Delhi.
- * Tulsian, P.C.; Business Organisation & Management, Pearson Education, New Delhi.
- * Tripathi, P.C.; Principles of Management, Tata McGraw Hill Publishing, New Delhi.
- * Barry, Jim, Chandler, John, Clark, Heather; Organisation and Management, Thompson Learning, New Delhi.
- * Bushkirk, R.H.; Concepts of Business: An Introduction to Business System, Dryden Press, NY.

FOCUS: This course is focused on skill development under CO1, CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the importance of business organization and management approaches.
- * Learn the concepts and processes of business organization and management.
- * Gain knowledge of modern professional and business organization.
- * Compare and contrast different forms of business organization.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO3, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2,/ S,

BBAC0015: FUNDAMENTAL OF COMPUTERS AND DATA HANDLING

Introduction: *This would ensure that the students get real-time insights into the fundamentals of computers as business tools and how to handle data.*

Objective: *To make students acquainted with handling of the computers with regard to day-to-day learning. Also, it would enhance their data-related abilities.*

Credits: 02

Semester I

L-T-P :2-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Meaning, Characteristics, Classification & Generations. Application of Computers in Modern Society. Computer architecture.</p> <p>Storage Devices: Primary & Secondary Storage devices,</p> <p>Hardware & Software: Meaning, Difference between system software and application software.</p> <p>Operating System: Meaning, Functions and Types of Operating Systems.</p>	12

II	Programming Languages: Machine Language, Assembly Language & High level Language. Virus and Worms: Meaning & Types of virus. Concept of Internet of Things(IoT)- Application and its use. Internet & Browsing: Meaning, Concept, ISP, Uses of Internet. Networks: Objectives, Network Topologies and its types, Cloud Computing: Advantage of Cloud Computing, Application and scope of cloud computing.	12
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Reference Books/ Text Books / Cases:

- * Jain, P., & Arora, S. Window based computer courses. Jalandhar: S. Vikas& Co.
- * Norton, P. Introduction to computers. New Delhi: Tata McGraw Hill.
- * Sinha, P. K., & Sinha, P. Computer fundamentals. New Delhi: BPB Publications.
- * Singh, V. Simplified MS-Office 2007. New Delhi: Computech Publications Ltd.

FOCUS: This course is focused on skill development under CO1.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand computers and related terms such as operating systems
- * Discuss computer-related aspects such as hardware and software
- * Describe the origin, advancement and function of internet
- * Explain the concept of storage devices and Cloud computing

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	, PO4/ PSO1, PSO4
CO3	PO3, / PSO2,
CO4	PO2, PO3/ PSO4,

BBAC0801: PRACTICAL ON COMPUTER APPLICATIONS

Introduction: This subject titled, 'Practical on Computer Applications' would ensure that the students get real-time insights into the practical usages of computers and its various applications.

Objective: To make students acquainted with handling of the computers and its tools. Also, it would enhance their learning of internet and email.

Credits: 02

Semester I

L-T-P :0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Getting started with MS-Word: Starting Word, Opening a saved Word document, Entering text, Previewing, Editing, Saving, Navigate, Scroll through text, Insert and delete text in a document, Select text, Undo and redo commands, Formatting, Format and align text, Line and paragraph spacing, Add bulleted and numbered lists, Using Editing and Proofing Tools, Document views, Spell and grammar check, Shortcut Menus, Page Border, headers and footers, Insert and delete a page break, Insert page numbers, Insert the date and time, Insert special characters.</p> <p>MS-PowerPoint: Difference between presentation and Document, Using Power Point, Using Wizard for creating a presentation, Creation of Presentation, Title, Text Creation, Fonts and Sizes, Importing text from word documents, Moving to next Slide, The Slide manager, Animation effects, Slide Designs, Background and Text colors, Making your own slide format, Footnotes and slide numbering, Presentation of the Slides, Using the Slide Show, Printing the Slides and Handouts.</p> <p>Microsoft Excel: Concepts of Workbook & Worksheets; Various Data Types; using different features with data, Cell and Texts; Inserting, Removing & Resizing of Columns & Rows; Working with Data and Ranges; entering data into worksheet, saving & quitting worksheet, Opening and moving around in an existing worksheet, Toolbars and menu, keyboard shortcuts, Working with single and multiple workbook-copying, renaming, moving, adding and deleting, copying entries and moving between workbooks, Different Views of Worksheets; Column Freezing, Labels, Hiding, Splitting etc., Using different features with Data and Text; Use of Formulas, Calculations and Functions; Cell Formatting including Borders & Shading; Working with Different Chart Types; Printing of Working & Worksheets with various options.</p>	22
II	<p>MS-Windows and Internet: Operating System & basics of windows, Managing Files, Folders, Renaming Files and Folders, Creating New Folders, Searching Files and Folders, Renaming, deleting files and folders Copying and Moving Files and Folders from one drive to another, Window Accessories: Calculator-Standard and Scientific, Notepad, Paint and its various tools, WordPad, Character Map.</p> <p>Basics of Networking & Communication: Concept & applications of Internet, services on internet, www & Web browsers, surfing, chatting, E-mail & Document handling, Creating E-mail address, Sending and Receiving E-mail, Attaching files along with mail, zipping of files.</p>	23

Reference Books/ Text Books / Cases:

- * Jain, P., & Arora, S. Window based computer courses. Jalandhar: S. Vikas& Co.
- * Norton, P. Introduction to computers. New Delhi: Tata McGraw Hill.
- * Singh, V. Simplified MS-Office 2007. New Delhi: Computech Publications Ltd.

FOCUS: This course is focused on skill development under CO2.

Intended Outcomes: After completion of the course, student will be able to:

Understand and use MS-word, MS-PowerPoint, MS-Excel etc.

Comprehend computer-related business and managerial activities

Put to use internet and E-mail facilities to perform different functions of business at faster pace.

Analyze the operating system of computers for day-to-day computer operations.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, / PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2,/ PSO4,

BCMC0005: ADVANCED ACCOUNTING

Introduction: This course on advanced accounting would promote the accounting knowledge of students to a higher level and make them solve related sums.

Objective: To enable the students with regard to understanding and solving various issues and problems with regard to the advanced nature of accounting

Credits: 04

Semester II

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Hire Purchase System Features–Difference between Hire purchase and Installment purchase systems, Accounting Treatment in the Books of Hire Purchaser and Hire Vendor, Default in payment. Branch accounts- objective, types of branch, stock and debtors' method, wholesale branch method and independent branch and inter branch transactions, numerical Accounting of non-trading Institutions- Differences between Receipts and payment accounts and income and expenditure accounts, Preparation of Receipts and payment accounts, income and expenditure accounts, and balance sheet	22
II	Advanced Issues in Partnership Accounts Final accounts of partnership firms – methods of keeping capital accounts of a partner, Admission, retirement and death of a partner including treatment of goodwill. Dissolution of partnership firms, modes of settlement of accounts simple numerical problems Royalty Account: meaning, types of royalty, copyright royalty, Preparation of ledger accounts – Royalty Account, Landlord Account – Short workings Account - Minimum Rent Account. numerical	23

Reference Books/ Text Books / Cases:

- * Gupta, R.L. and Radhaswamy M. Advanced Accountancy, Sultan Chand & Sons., New Delhi.
- * Nareng, Jain. Advance Accounts
- * Shukla, M.C., Grewal, T.S. and Gupta, S.C. : Advanced Accounts, S.Chand & Co., New Delhi
- * Paul, S.K., Advanced Accounting
- * Jain S.P. & Narang K.L. Advanced Accounting, Kalyani Publishers.
- * Maheshwari & Maheshwari. Advanced Accountancy-I, Vikash Publishing Co.
- * Sehgal & Sehgal, Advanced Accountancy Vol. I, Taxman Publication

FOCUS: This course is focused on skill development under CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand application of accounting knowledge in special business activities
- * Prepare final accounts of non-trading concerns/ organizations and Partnership
- * Comprehend advanced issues in partnership accounts

- * Develop the skills of recording of transactions relating to hire purchase system, royalty and Branches.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ , PSO4
CO3	PO3, / ,
CO4	,PO3/ PSO4,

BCMC0006: MACRO ECONOMICS

Introduction: The purpose of Macroeconomics is to give students a thorough understanding of the principles of economics that apply to the economic system as a whole.

Objective: To enable the students with regard to gaining insights into the various concepts related to macro economics and how they impact businesses and organizations

Credits: 04

Semester II

L-T-P: 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Macro Economics – Meaning and Definition, Characteristics and Scope, Macro Economic Variables Measure of Economic Performance: Circular flow of economic activities and Income: Two Sector Economy, Four Sector Economy National Income: Concept, GDP, GNP, NDP, NNP, Per Capita Income, Personal Disposable Income, Measurement of National Income, Uses of National Income Data, Difficulties in the measurement of National Income Money Supply and Inflation: Demand and Supply for Money, Concept of Money Supply, Value of Money Inflation: Introduction, Causes of Inflation, Inflation and Employment, Control of Inflation.	22
III	Aggregate Price Level: Consumer Price Index, Wholesale Price Index, GDP Deflator Level of Investment, Unemployment, Balance of payments Business Cycle: Introduction, Features of Business Cycles, Phase of business cycles, Causes and Effects of Business cycle, Controlling Business Cycles: Fiscal Policy, Monetary Policy and Exchange rate Policy Macroeconomic Aggregates: Aggregate demand, Aggregate Supply, Aggregate Output, Aggregate Consumption, IS-LM model- The interaction of Real	23

	and Monetary sectors of the economy.	
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Reference Books/ Text Books / Cases:

- * Froyen, T. R. Macro Economics. New Delhi: Pearson Education
- * Agarwal, V. Macro Economic. New Delhi: Pearson Education
- * Diwedi, D. N. Macro Economics. New Delhi: Tata McGraw Hill
- * Geetika, Ghosh, P., & Chodhury, P. R. Managerial economics. New Delhi: Tata McGraw Hill.

FOCUS: This course is focused on employability under CO1, CO2.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	, PO3/ PSO4,

Intended Outcomes: After completion of the course, student will be able to:

- * Comprehend the level of national income leading to economic growth,
- * Establish interrelationship among supply of money, inflation and price levels
- * Understand the various measures of economic performance
- * Interpret business cycle and macroeconomic indicator

BMAS0251: COMMERCIAL STATISTICS

Introduction: The course will enable the students in terms of understanding the statistical aspects related to commercial landscape thereby enhancing their skills in this regard.

Objective: To make the students understand the concept of statistics, index numbers and mathematics of finance.

Credits: 04

Semester II

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Data Collection & Representation: Meaning, Importance, Scope and Limitations of statistics, Types of data, Frequency distribution, Diagrammatic and Graphical representation. Mathematics of Finance: Percentage, Ratio and Proportion, Simple & Compound interest, Annuity & its types.	15
II	Statistical Average: Requisite of a good average, Measures of Central tendency & Dispersion, Merits and Demerits. Moments: Computation of moments, Skewness & Kurtosis by the method of moments.	15
III	Correlation & Regression: Introduction, Correlation between two variables, Karl Pearson's method, Rank correlation, Lines	15

	of regression, Simple applications. Index Number: Introduction, Types, Constructions of index number, Methods, Tests, Cost of living index number.	
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Reference Books / Text Books / Cases:

- * G.C. Beri, Business Statistics, TMH, New Delhi.
- * S. C. Gupta and V. K. Kapoor, Fundamentals of Mathematical Statistics, Sultan Chand & Sons, Delhi.
- * P. Gupta, Comprehensive Business Statistics, Laxmi Publications, Delhi.
- * R. I. Levin and D. Rubin, Statistics for Management, PHI, New Delhi.
- * J. K. Sharma, Business Statistics, Pearson Education, Delhi.

FOCUS: This course is focused on skill development under CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts of commercial statistics
- * Interpret and solve real-life business problem using the concepts of statistics
- * Solve the problems of measures of central tendency & dispersion, regression, correlation etc

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	, PO4/ PSO1, PSO4
CO3	PO3, / ,

BAL00103: PATENT AND COPYRIGHT LAW

Introduction: This course on patent and copyright law would help the students in getting an outlook of Intellectual property laws and its importance

Objective: To enable the students in terms of understanding the various concepts related to Patents and copyrights and general Intellectual property rights aspects.

Credits: 04

Semester II

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Intellectual property: Meaning, Nature and significance, Historical and philosophical background of patents	22

	and other intellectual property, Various forms of intellectual properties: copyright, patent, trademark, design, geographical indication, semiconductor and plant variety, Major international instruments relating to the protection of intellectual properties: the Paris Convention, 1883, the Berne Convention, 1886, the WIPO Convention, 1967, the TRIPs Agreement, 1994 etc. The Copyright Act, 1957 : Copyright: Meaning, scope, Subject matter of copyright: original literary, dramatic, musical, artistic works; cinematograph films and sound recordings, Ownership of copyright	
II	Assignment and license of copyright, Infringement and exceptions of infringement of copyright and remedies against infringement of copyright: civil, criminal and administrative, An overview of the Copyright Amendment Act 2012 The Patent Act, 1970 : Meaning, Criteria for patentability and non-patentable inventions, Procedure for registration and term of protection Grants of patent, rights of patentee and revocation of patent, Compulsory licence and government use of patent, Infringement, exceptions to infringement of patent and remedies, Patent office and Appellate Board., An overview of The Patent (Amendment) Act, 2005	23

Reference Books/ Text Books / Cases:

- * W.R.Cornish and D. Llewelyn, Intellectual Property: Patents, Copyrights, Trade Marks and Allied Rights, Sweet & Maxwell.
- * Lionel Bently and Brad Sherman, Intellectual Property Law, Oxford University Press
- * P. Narayanan, Intellectual Property Law, Eastern Law House
- * B.L. Wadehra, Law Relating to Intellectual Property, Universal Law Publishing Co.
- * V.K. Ahuja, Law Relating to Intellectual Property Rights, LexisNexis

FOCUS: This course is focused on skill development under CO1.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand that without patent and copyright protection in the start-up phase, there would have been many copiers and the company and the individual in the long run cannot survive.
- * Recognise the way of filing patent and copyright laws
- * Understand the basic concepts of Intellectual property laws
- * Learn modern strategies of the companies related to copyrights and patents

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, / PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2, PO3/ PSO4,

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BAL00105: MERCANTILE LAW

Introduction: This subject intends to acquaint the students with the basics of the mercantile law which characterize the business scenario in our country

Objective: To enable the students to grasp the details as to how things function with regard to the various contracts and acts which are essential for running a business.

Credits: 04

Semester II

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Indian Contract Act – 1872: Introduction, Definition & essential elements of a valid contract, Classification of contracts, Offer and legal rules regarding a valid offer, Acceptance & legal rules regarding a valid acceptance, Capacity to contract, Free Consent, Contingent Contracts, Quasi Contracts, Breach of Contract, Remedies for Breach of Contract The Sale of Goods Act – 1930: Definition & essential characteristics of a valid contract of sale, Difference between sale & other analogous terms	22
II	The Sale of Goods Act – 1930 (Continued) : Goods and their classification, Conditions and Warranties, Doctrine of caveat emptor, Sale by non-owners, Unpaid seller and his rights. Indian Partnership Act: Definition, Nature and characteristics of partnership, Difference between partnership & company, Advantages & disadvantages of partnership, Types of partnership, Types of partners, Meaning and contents of partnership deed, Registration of partnership firm and effect of non-registration, Rights & duties of partners, Dissolution of partnership firm, Limited Liability Partnership	23

Reference Books/ Text Books / Cases:

- * Bulchandani, K.R., Business Law for Management. Mumbai: Himalaya Publishing House.
- * Gulshan, S. S., & Kapoor, G. K. Business Law. New Delhi: New Age International Pvt. Ltd.
- * Kuchhal, M. C. Business Law. Noida: Vikas Publishing House Pvt. Ltd.
- * Mathur, Satish, Business Law.
- * Tulsian, P. C. Business Law. New Delhi: Tata McGraw Hill Pvt. Ltd.

FOCUS: This course is focused on employability under CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the significance of principles of mercantile law and its application in Industry.
- * Infer knowledge as to how such legislations regulate a business set up
- * Understand the basics of the sales of goods Act, partnership Act and Law of Contract.
- * Explore various legal remedies available under the Acts.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	, PO4/ PSO1, PSO4
CO3	PO3, / ,



Management Programme (UG)

BCHS 0102: ENVIRONMENTAL STUDIES

Credits: 02

Semester: I / III

L-T-P: 2-0-0

Objective: To create awareness in every Graduating student about the importance of environment, the effect of technology on the environment, eco-balance and make them sensitive towards environmental concerns for their Professional Endeavors.

Module No.	Content	Teaching Hours
I	Introduction & Concept of Ecosystem Environment: Definition, Scope, Importance, Natural Resources Ecosystem: Concept, Structure & Function, Producers, Consumers & Decomposers; Energy Flow in the Ecosystem, Ecological Succession, Food Chains, Food Webs & Ecological Pyramids.	8
II	Types of Ecosystem & Environmental Pollution: Introduction, Types, Characteristics, Features, Structure & Functions of - Forest Ecosystem, Grassland Ecosystem, Desert Ecosystem & Aquatic Ecosystems- Ponds, Streams, Lakes, Rivers, Oceans, Estuaries. Definition, Causes, Effects & Control Measures of - Air Pollution, Water Pollution, Land/ Soil Pollution, Noise Pollution, Thermal Pollution. Solid-Waste Management: Causes, Effects & Control Measures of Urban & Industrial Wastes.	10
III	Human Population & the Environment: Family Welfare Programme, Environment & Human Health, Human Rights, Role of Information Technology in Environment & Human Health From Unsustainable to Sustainable Development, Urban Problems Related to Energy. Climate Change: Global Warming, Acid Rain, Ozone Layer Depletion, Nuclear Accidents & Holocaust; Water Conservation, Rain Water Harvesting, Watershed Management Environmental Protection Act, Air (Prevention & Control of Pollution) Act, Water (Prevention & Control of Pollution) Act, Wildlife Protection Act, Forest Conservation Act.	10

Text Books:

* K.M. Gupta, (2009), "Environmental Studies, Umesh Publications, New Delhi, 2nd ed.

Reference Books:

- Devendra S. Bhargava (2005), "Foundation of Environmental Studies", Galgotia Publications Pvt. New Delhi, 1st ed

FOCUS: This course is focused on skill development under CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts related to environment and eco-system.
- * Study the role of human being in sustainable development practices
- * Explore various legal measures available for protection of environment under various laws.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2, PO3/ PSO4,

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BCMC0800: PRACTICAL ON COMPUTER APPLICATION IN ACCOUNTING

Introduction: This practical course will bridge the gaps which exist between traditional manual accounting and modern computerized accounting

Objective: To enable the students to take decisions as per the current business scenario and contemporary requirements.

Credits: 02

Semester II

L-T-P :0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	MS-Excel in Accounting: Introduction to MS Excel, MS Excel in day-to-day office activities, Accounting in MS-Office, Financial Formulas in MS-Office – Various Calculation Sheets, Calculation of Interest, Principle and Compounding Setting-up Books of Accounts in Tally: Introduction, Creation of Company, Introduction to Gateway of Tally, Menu, Company Info menu,	22
II	Features & Configuration : Features & Configuration options for company maintaining accounts, Group and Ledgers, Working with Account Masters, viz, Group, Ledger, Cost Centre and	23

	Category, Currency	
	Voucher Entry and Reporting: Entry of Accounts Vouchers, Printing of Vouchers, Creation and Alteration of Vouchers types and Vouchers Classes, Viewing and Printing various reports, Printing & Viewing Balance Sheet, P& L Account, Trial Balance	

Reference Books/ Text Books / Cases:

- * Koget Solutions Inc. Tally 9 in Simple Steps. New Delhi: Wiley India.
- * Maidasani, D. Accounting with Tally 9.0. New Delhi: Lakshmi Publications.
- * Nadhani, A. K. Tally 9 – Training Guide. New Delhi: BPB Publications.

FOCUS: This course is focused on skill development under CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Understanding the functions of MS-Excel for doing various accounting activities.
- * Understanding of preparing accounting reports, with the help of accounting software.
- * Understanding the creation of the company and preparing ledger through tally.
- * Understand the use of the software Tally in computerization of accounting systems.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	,PO3/ PSO4,

BCMC0007: CORPORATE ACCOUNTING – I

Introduction: This course in Corporate Accounting deals with topics like; Issue and Redemption of Shares and Debentures, Capital Reduction, Company Final Accounts etc.

Objectives: To make students well-versed with Corporate Accounting practices and their implications on business.

Credits: 04

Semester III

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
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I	<p>Accounting Standards: International and Indian accounting standards; Importance and need for accounting standards</p> <p>Accounting for Share Capital: Meaning and types of shares, procedures of issue of shares, pro-rata allotment of shares, Journal Entries for issue forfeiture and reissue of shares, Buy back of shares, Accounting for bonus issue and right issue, ESOP.</p> <p>Debentures: Meaning and types of debentures, issue of debentures, sources of redemption of debentures, methods of redemption (by conversion, sinking fund and purchase in open market), accounting entries for issue and redemption of debentures.</p> <p>Redemption of Preference Shares: Types of preference shares sources of redemption, accounting entries.</p>	22
II	<p>Profit or Loss Prior to Incorporation: Accounting treatment cut-off date, Basis of apportionment.</p> <p>Underwriting of Shares and Debentures.</p> <p>Internal Reconstruction or Capital Reduction: Meaning, Objective, Procedure, form of reduction, accounting arrangements, Passing of Journal Entries, preparation of Balance sheet after Reconstruction.</p> <p>Company Final Accounts: Framework for preparation and presentation of Financial statement in accordance with Indian Companies Act 2013 and Indian Accounting Standard (Ind AS) with treatment of special items-Interest on debentures, Interest out of capital & dividends and Managerial Remuneration.</p>	23

Reference Books/ Text Books / Cases:

- * Gupta R. L., Radhaswamy, M., "Company Accounts", Sultan Chand and Sons, New Delhi.
- * Jain, S. P., & Narang, K. L. "Corporate Accounting", Kalyani Publishers, New Delhi.
- * Maheshwari, S. N., "Corporate Accounting" Vikas Publishing House, New Delhi.
- * Monga, J. R., "Fundamentals of Corporate Accounting", Mayur Paper Backs, New Delhi.
- * Sehgal, A. & Sehgal, D., "Corporate Accounting", Taxman Publications, New Delhi.
- * **FOCUS:** This course is focused on skill development under CO1, CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Interpret and handle the books of accounts for businesses in real life.
- * Comprehend the principles of accounting and its importance in today's corporate world.
- * Understand the main concepts and principles of Accounting as applicable to companies in national and international context.
- * Enhance the theoretical notions of accounting and its application to other areas of accounting

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	, PO3/ ,
CO4	,PO3/ PSO4,

BCMC1008: TAXATION LAWS & PRACTICES – I

Introduction: This course in taxation laws and practices-I is designed to help students to appreciate the importance of direct tax (Income Tax) in India.

Objectives: To enable the students with regard to giving insight into the various heads of income along with computation of Tax liability of an individual.

Credits: 04

Semester III

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Basic Concepts: Assessee, Income, Agricultural Income, Casual Income, Assessment year, Previous year, Gross total income, Total income, Person, Tax evasion, Tax avoidance and Tax planning. Residential status and Tax liability, Income which does not form part of total income</p> <p>Income from house property: determination of Gross annual value & Net annual value, deductions u/s 24, Computation of a let out and a self-occupied house property.</p> <p>Income from Salaries: Basic Salary, Allowances, Perquisites, Profits in lieu of salary, Provident Fund, Retirement Benefits, Deductions u/s 16, Computation of Taxable Salary.</p>	22
II	<p>Profits and Gains from business or profession: Meaning of business & profession, Allowable and not allowable expenses, General deductions, Computation of taxable income from business or profession.</p> <p>Income from Capital Gains: Transfer, Cost of Acquisition, Short-term and Long-term capital gains, Tax on Capital Gains, Exemptions of Income from capital Gains u/s 54, 54B, 54D, 54EC, 54EE, 54F, 54G</p> <p>Income from other Sources: Scope of items taxable under other sources, dividend, Securities, computation of casual income and interest on securities.</p> <p>Deductions from Gross Total Income: Deductions u/s 80C to 80U; 80C, 80CCC, 80CCD, 80D, 80DD, 80DDB, 80E, 80EEB, 80G, 80GG, 80GGA, 80GGB & 80GGC, 80TTA, 80TTB, 80U.</p> <p>Computation of Total Taxable Income and Tax-liability of Individuals</p>	23

Reference Books/ Text Books / Cases:

- * Ahuja, G. and Gupta, R. Systematic approach to income tax; SahityaBhawan publications, New Delhi
- * Mehrotra H. C. Income Tax Law & Accounts; SahityaBhawan, Agra
- * Prasad, B. Income Tax Law & Practice; Wiley Publication, New Delhi
- * Agarwal B.K, Income Tax Laws and Practice- SahityaBhawan Publications
- * Singhania V. K. Students' Guide to Income Tax, Taxmann, New Delhi
- * Ready Recknor, Taxman

FOCUS: This course is focused on skill development under CO1, CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Acquire basic knowledge about taxation laws and practices.

- * *Learn principles and provisions in Income Tax Act, 1961.*
- * *Understand the classification of income under various head*
- * *Determine taxable income under different heads and tax on taxable income.*

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ , PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2,PO3/ PSO4,

BBAC0009: FUNDAMENTALS OF BANKING & INSURANCE

Introduction: The subject covers the fundamentals of banking as well as insurance as applicable on individuals and organizations within the larger economic system.

Objective: To enable the students in getting an outlook of how banking & insurance businesses work on day-to-day basis and how things are done in a professional business set up.

Credits: 04

Semester III

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Banking and Deposit Accounts: Concept of Banking & e-Banking, Businesses permitted for a Banking Company, Services Rendered by Banks, Rights and Obligations of Banker, Types & Features of Deposit Accounts. Customer Accounts: Definition of Customer & Various types of Bank Customers- Minor, Joint Account & HUF, Partnership Firm, Clubs, Societies & Charitable Institutions, Joint Stock Companies Credit Styles & Secured Advances: Styles of Credit -Overdraft, Cash Credit & Term Lending, Secured Advances –Modes of Creating Charge- Lien, Pledge, Hypothecation, Mortgage, Sub-Mortgage and Assignment	22
II	Introduction of Insurance: Meaning, Functional and Legal Definitions of insurance, Functions, Role & characteristics of Insurance, Principles of Insurance, Essentials of insurance contract Classification & organization of Insurance: General Insurance: Basic Concepts, Features of Fire Insurance, Marine Insurance & Accidental insurance, Life Insurance: Concept & Salient Features	23

Reference Books/ Text Books / Cases:

- * Ganguly, A. Insurance Management. New Delhi: New Age International.
- * Gopinath, M. N. Banking Principles & Operations. Mumbai: Snow White Publications Pvt. Ltd.
- * Gulati, N. C. Principles of Insurance Management. New Delhi: Excel Books.
- * Patukale, Kshitij, Banking Finance & Economics. Macmillian Publishers India
- * Shekhar, K. C., & Shekhar, L. Banking - Theory & Practice. Noida: Vikas Publishing House Pvt.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand about banking & insurance & its importance in today's business world.
- * Discuss the main concepts and principles of banking & insurance.
- * Relate their learning to solve the issues faced by banking & insurance.
- * Classify the various types of insurance policies.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2,/ PSO4,

BBAC1012: HUMAN RESOURCE MANAGEMENT

Introduction: This course in human resource management will give insights to the students so as to make them understand the concept underlying this subject. It will be helpful for them to develop a broad view of the subject.

Objectives: To acquaint the students with the basic concepts which characterize the field of human resource management. The course will help them in understanding how a company arrives at the best possible fit for its employees vis-à-vis the tasks given to them.

Credits: 04

Semester III

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Meaning, Definition, Nature & Scope of Human Resource Management, HR Functions, External & Internal Forces of HR Environment, Concept & Importance of HR Planning, Concept of Human Resource Development and Difference between HRM & HRD.</p> <p>Acquiring & Training Human Resource: Meaning, Process & Sources of Recruitment, Meaning, Definition & Process of Selection, Barriers to Effective Selection, Concept of Placement & Induction.</p>	22
II	<p>Meaning, Nature, Need, Importance and Types of Training, Methods & Techniques of Training, Principles of Effective Training, Meaning, Nature and Objectives of Compensation Management, Components of Remuneration.</p> <p>Developing & Managing Human Resource: Meaning, Concept, Objectives & Process of Executive Development, Meaning, Purpose, Principles, Dimensions and Process of Performance Management, Meaning & Methods of Performance Appraisal, Barriers to Performance Appraisal, Fundamental Concept of Potential Appraisal, Career Planning.</p>	23

Reference Books/ Text Books / Cases:

- * Aswathappa, K. Human Resource & Personnel Management - Text & Cases. New Delhi: Tata McGraw-Hill.
- * DeCenzo, D. A., & Robbins, S. P. Personnel / Human Resource Management. New Delhi: Prentice-Hall of India.
- * Dessler, G. Human Resource Management. New Delhi: Person Education.

- * Pareek, U., & Rao, T. V. Designing & Managing Human Resource Systems. New Delhi: Oxford & IBH Publishing Co. Pvt. Ltd.
- * Pattanayak, B. Human Resource Management. New Delhi: Prentice-Hall of India

FOCUS: This course is focused on skill development under CO1, CO2

Intended Outcomes: After completion of the course, student will be able to:

Understand the basic concepts of Human resource Management (HRM), HR functions, external and internal forces influencing the HRM practices.

Describe how human resource is acquired and trained.

Define the concept of placement & induction, type of training etc.

Understand how a company arrives at the best possible fit for its employee's vis-à-vis the tasks given to them.

State the role human resource management plays in an organization with fundamental concept of potential appraisal and career planning.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	, / ,
CO4	PO2, PO3/ PSO4,

BELO1010: BUSINESS ETHICS & VALUES

Introduction: This course in Business Ethics and Values brings to the fore the significance of having these two as principles of business for any firm which intends to survive in the long run

Objective: It would enable students to understand such concepts as needed in today's times to infuse a sense of trust in the minds of consumers.

Credits: 04

Semester III

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Meaning and Characteristics of Ethics, Concepts & Relevance of Business Ethics, Ethical & Unethical Behaviour in Management, Factors influencing Business Ethics Concept, Characteristics, and Classification of Values, Ethics, Morality and Value System, Ethics & Moral Decision Making, Factors affecting Values, Developing Value System in an Organisation, Values in Business Management, Values for Indian Managers, International Business ethics.</p> <p>Corporate Governance: Meaning, Objectives, Need, and OECD Principles of Corporate Governance, SEBI Code of Corporate Governance, Corporate Disclosure and Investor Protection in India.</p>	23
II	<p>Corporate Social Responsibility: Meaning and Concept of Social Responsibility of Business, Levels & Approaches to Social Responsibility, Principles & Dimensions of Corporate Social Responsibility towards various Stakeholders.</p> <p>Contemporary Ethical Issues and Benchmarking: Meaning & Features of Indian Ethos, Principles of Indian Ethos in Management, Spiritual Managerial Values, 5 C's & holistic View to Management. Relevance of Mahabharata and Ramayana in Management. Trans-Cultural Human Values in Management Education. Meaning & Features of Benchmarking, Process and Types of Benchmarking.</p>	22

Reference Books/ Text Books / Cases:

- * Ghosh, B. Ethics in Management and Indian Ethos, Noida: Vikas Publishing House Pvt. Ltd.
- * Gogate, S. B. Human Values & Professional Ethics. Noida: Vikas Publishing House Pvt. Ltd.
- * Vasishth, N., & Rajput, N. Corporate Governance Values & Ethics. New Delhi: Taxmann Publications Pvt. Ltd.
- * Chakraborty, S.K., Values and Ethics for Organizations: Theory and Practices, OXFORD University Press, India
- * Khandelwal, N.M., Indian Ethos and Values for Managers, Himalaya Publishing House Pvt. Ltd., New Delhi
- * Relevant Case Studies

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the significance of value inputs thereby applying values in their lives.
- * Learn the concept and principles of corporate governance
- * Comprehend CSR and how it impacts today's businesses
- * Outline the contemporary issues related to the fields of ethics and values.
- * Relate contemporary ethical issues and benchmarking.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO4, PO2/ PSO2,
CO2	PO2, PO1/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2,PO3/ PSO4,

BELO0011: REMEDIAL ENGLISH

Introduction: The course will include intensive reading, writing, and some listening practices thereby helping the students in improving their English.

Objective: The course will include intensive reading, writing, and listening practices. Special emphasis will be given on finding out the most frequent mistakes committed by students. The effort is to enable them to overcome these mistakes. In writing section, the focus will be on making correct sentences, guided writing, guessing word meaning in context. In reading and listening sections, the focus will be on understanding long sentences, studying the complex sentence structures and understanding main idea. The objective of the course is to help students attain a basic proficiency in reading and writing skills.

Credits: 04

Semester: III

L-T-P: 4-0-0

Module No.	Content	Teaching Hours
I	STRUCTURE A.1. Tense and Voice: Introducing the tenses; Use of tenses in different situations; Usage of forms of verbs in tenses; Introduction of Voice; Active and Passive Voice in tenses; Voice Change. A.2. Reading Comprehension i. Analyzing a Text: Introducing the story 'Monkey's Paw' by W. W. Jacobs; Showing the video of the story 'Monkey's Paw'; Reading of the story 'Monkey's Paw' by W.W. Jacobs; Analysis of the form of the text: sentence structures & vocabulary; Analysis of the content of the text: interactive session. ii. Analyzing Unseen Passages: Reading a specimen text; Contextualizing the text; Vocabulary and sentence structure	15
II	B.1 Parts of Speech: Noun: countable and uncountable; Pronoun: Personal Pronoun; Adjective; Adverb; Preposition B.2. Reading Comprehension i. Analyzing a Text Introducing the story 'The Last Leaf' by O. Henry; Showing the video of the story 'The Last Leaf'; Reading of the story 'The Last Leaf' by O. Henry; Analysis of the form of the text: sentence structures & vocab; Analysis of the content of the text: interactive session. ii. Analyzing Unseen Passages (a) Reading a specimen text (b) Contextualising the text (c) Vocabulary and sentence structure	15
III	C.1. Narration: Introducing direct and indirect speech; Transformation: direct and indirect, different types of sentences; Situation of 'No change' in speech. C.2. Reading Comprehension: i. Reading an Essay: Reading of the essay 'On Saying Please' by A. G. Gardiner; Textual Analysis of the essay; Discussion with the students:	15

	<p>interactive session; Sample question and answers.</p> <p>ii. Analyzing Unseen Passages: Reading a specimen text; Contextualising the text; Vocabulary and sentence structure</p> <p>C. 3.THEME BASED WRITING</p> <p>Adjectives for People, Adverbs of Time, Animals, Bank, Baseball, Body, Buildings and Places, Car Parts , City, Classroom, Clothes, The Basic Colors (American Spellings) (gray), The Basic Colours (British Spellings) (grey), Cooking, Desserts, Dinner Table, Family Members, Fruit, Geography, House, Restaurant, Tools, Transportation, Vegetables, Weather</p>	
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Text Books:

- * Murphy, Raymond, *Intermediate English Grammar*. Cambridge University Press.
- * Robert J. Dixon. *Complete Course in English*. A new revised edition

References:

- * Hornby, A.S., *Advanced Learners' Dictionary of Current English*, OUP
- * Greenberg, Rondinone & Wiener. *The Advancing Writer Book I*, Harper Collins, College Publishers.
- * Liz and Soars. *Headway Pre-Intermediate*. OUP
- * Sharma, SD. *A textbook of professional Communication Skills & ESP for Engineers and Professionals*, Sarup & Sons, Delhi

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FOCUS: This course is focused on skill development under CO1, CO2

Intended Outcomes: After completion of the course, student will be able to:

- * *Comprehend a text and answer the questions based on it clearly.*
- * *Express their ideas in writing according to time and tense.*
- * *Enrich their vocabulary in terms of contextual and situational conversation.*
- * *Enhance their listening skills through the video of the text*

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2,/ PSO4,

BCMC0009: QUALITATIVE ASPECTS OF BUSINESS ECONOMICS

Introduction: This course would give insights into the Qualitative aspects of economics which any student needs to have while studying a course in management.

Objective: Make the students aware of the economic concepts and practices thereby enabling them to understand the basic theories and concepts.

Credits: 04

Semester III

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Consumer and Producer Theory: Externalities, marginal cost pricing, internalizing externalities, public goods; imperfect information: adverse selection, moral hazard, social choice, government inefficiency.</p> <p>Markets and Market Failure: Market adjustment to changes in demand, efficiency of perfect competition; sources of market failure: imperfect markets, public goods, externalities, imperfect information; evaluating the market mechanism.</p> <p>Personal versus Functional Distribution, Marginal Productivity Theory of Distribution, Factor Pricing under Perfect and Imperfect Market Conditions;</p>	22
II	<p>Theory of Factor Pricing: Wage – Modern Theory of Wages, Collective Bargaining; Rent – Differential Surplus Approach, Modern Theory of Rent, Quasi Rent; Interest – Money Rate and Real Rate of Interest, Classical and Keynesian Theory; Profit – Economic Profit; Gross and Net Profits; Risk and Uncertainty Bearing Theory.</p> <p>Entry and Exist: Barriers to entry in business --- Structural, Legal barriers and Geographic barriers - Taxonomy of entry-related strategies---Entry-detering strategies --Entry accommodation --- Product Proliferation-- Natural monopoly and contestability--sunk costs and barriers to entry Intellectual Capital (IC), Capital and Growth, Creative Industries</p>	23

Reference Books/ Text Books / Cases:

- * Case, Karl E. & Ray C. Fair, Principles of Economics, Pearson Education, Inc., 8th edition.
- * Mithani, D.M, Managerial Economics, Himalaya Publishing House.
- * Geetika, Ghosh, P. & Chodhury, P. R. Managerial Economics. New Delhi: Tata McGraw Hill.
- * Pindyck, S. R. & Rubinfeld, L. D. Micro Economics. New Delhi: Pearson Education.

FOCUS: This course is focused on skill development under CO1, CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the qualitative aspects of business economics.
- * Learn the emerging trends taking place in business economics.
- * Grasp the theories of factor pricing.
- * Acquire knowledge about Intellectual capital.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2, PO3/ PSO4,

BCMC0801: COMMUNICATION TECHNIQUES AND PRESENTATION SKILL

Introduction: The course in communication techniques and presentation skills intends to acquaint the students with the basics of communication and various techniques associated with it.

Objective: To familiarize the students with the fundamentals of communication techniques and effective presentations for professional purposes with the aid of modern technology.

Credits: 02

Semester III

L-T-P :0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Communication: Meaning, Nature & Importance, 7 Cs of Effective Communication, Process & barriers in communication, Flow of Communication, Types: Formal & informal and verbal & nonverbal.</p> <p>Digital Communication: E-Mail Writing , Social Media & networking or Video conferencing , Strategic importance of e-communication;</p> <p>Role, effects and advantages of technology in Business Communication</p> <p>Professional skills & Basic Etiquettes in Business Communication : Dos or Don'ts</p> <p>Business Letters: Characteristics of a Good Business Letter, Structure of a Business Letter, Layout of a Business Letter</p> <p>Types of Business Letters: Orders, Adjustment, Complaint, Sales, Business Circulars, Request, Congrats, Thank you</p> <p>Official Communication: Memorandum, Minutes of Meeting - objectives, types, Contents and Guidelines for writing Minutes. Official Notes</p>	22
II	<p>Business Reports: Concept, Importance and Characteristics of a Good Business Report, Types, Steps in Writing Reports, Layout/Style of Business Report</p> <p>Presentation Skills & interview: Effective Public Speaking- Gesture, Posture, Eye Contact, Voice Modulation and Pitch, Dressing Sense, Overcoming Stage Fright, Handling Queries Smartly, Doing Proper Homework in this regard.</p> <p>Effective Presentation : Principles of Effective Presentation ,Principles governing the use of audio-visual media</p> <p>Interview Skills : Nature, Types of Interview, Facing an Interview : Mock interview , ,exit interview , appraisal interview /Video conferencing interview or tele-meeting</p> <p>Writing Resume, Difference between Resume and CV</p>	23

Reference Books/ Text Books / Cases:

- * Chhabra, T. N. Effective business communication. New Delhi: Sultan Chand & Sons.
- * Lesikar, R. V. Business communication. New Delhi: Tata McGraw Hill.
- * Pal, R., & Korlahalli, J. S. Essentials of business communication. New Delhi: Sultan Chand & Sons.
- * Sharma, R. C. & Mohan, K. Business correspondence & report writing. New Delhi: Tata McGraw Hill

- * Professional Presentations by Malcolm Goodale, Cambridge University Press, South Asian Edition.
- * Media and Communication Management by C.S. Rayudu, Himalaya Publishing House, Bombay.

FOCUS: This course is focused on skill development under CO1, CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the various concepts, importance of communication and 7 Cs of effective communication.
- * Understand the digital communication techniques and their usage in professional set-ups.
- * Comprehend contemporary business scenarios and handle the issues related to public speaking.
- * Develop the skills related to effective presentations and interviews.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	,PO3/ PSO4,

BCMC0010: CORPORATE ACCOUNTING – II

Introduction: This course in Corporate Accounting deals with topics such as; External Reconstruction, Valuation of Shares and Goodwill, Liquidation Accounts etc. It is intended to develop among students an understanding of accounting practices and procedures being in use in real life.

Objectives: To share know-how of Corporate Accounting practices and their implications on business.

Credits: 04

Semester IV

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Amalgamation, Absorption and External Reconstruction of Companies: Meaning and Types of Amalgamation; Methods of accounting for Amalgamation; Purchase Consideration; Accounting entries in the books of Transferor/Transferee Companies; Balance Sheet after Absorption in the Purchasing Company. Treatment in case of External Reconstruction. Accounts of Holding Companies: Meaning of Parent and Subsidiary Company; Revaluation of assets of Subsidiary Company; Consolidated Financial Statements; Calculation of Non-Controlling Interest.	22
II	Valuation of Shares: Meaning, need for valuation, Methods of valuation: Intrinsic Value Method, Yield Value Method, Fair Value Method Valuation of Goodwill: Meaning and Types, Methods of Valuation of Goodwill Banking Companies: Difference between balance sheet of Banking and Non-Banking Company, Prudential Norms, Asset Structure of a Commercial Bank, Non-Performing Assets (NPA) Liquidation: Kinds of Liquidation, Preparation of Liquidator's Statement of affairs, Deficiency account, Order of payment, Calculation of Commission of liquidator on Assets Realized, Preferential creditors and overriding preferential payments, Liquidator's Final Statement of Account, liability of contributors.	23

Reference Books/ Text Books / Cases:

- * Gupta R. L., Radhaswamy, M., "Company Accounts", Sultan Chand and Sons, New Delhi.
- * Jain, S. P., & Narang, K. L. "Corporate Accounting", Kalyani Publishers, New Delhi.

- * Maheshwari, S. N., “Corporate Accounting” Vikas Publishing House, New Delhi.
- * Monga, J. R., “Fundamentals of Corporate Accounting”, Mayur Paper Backs, New Delhi.
- * Sehgal, A. & Sehgal, D., “Corporate Accounting”, Taxman Publications, New Delhi.

- * **FOCUS:** This course is focused on skill development under CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Relate and handle the books of accounts for businesses in real life.
- * Comprehend the principles of accounting and its importance in today's corporate world.
- * Understand the main concepts and principles of Accounting as applicable to companies in national and international context.
- * Enhance the theoretical notions of accounting and its application to other areas of accounting

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	PO2, / PSO1, PSO4
CO3	PO3, PO1/ ,
CO4	,PO3/ PSO4,

BCMC0011: TAXATION LAWS & PRACTICES – II

Introduction: This course is designed to help students to appropriate the importance of Indirect taxes in India.

Objectives: To provide students with a working knowledge of principles and provisions regarding computation of tax liability pertaining to these laws.

Credits: 04

Semester IV

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Income Tax: Set-off and Carry forward of losses, Clubbing of Income, Provisions for filling of returns of income, Refunds, Assessment of returns, computation of Advance tax, interest u/s 234A, 234B & 234C, concept of TDS, TCS .</p> <p>Introduction to GST: Evaluation, Meaning, salient Features, Objectives and benefits of GST.</p> <p>Constitutional Amendments: GST Council; Constitution and Functions. Structure of GST (CGST, SGST/ UTGST and IGST)</p> <p>Registration: Persons liable for registration under the GST</p> <p>Levy and Collection of GST: Taxable event-“Supply” of Goods and Services: Place of Supply: Intra state, Interstate, Import and Export; Law of Place of Supply, Time of Supply; Valuation for GST- Valuation rules, Exemption from GST: Small supplies and Composition Schemes; Classification of Goods and Services: Composite and Mixed Supplies.</p>	22
II	<p>Input Tax Credit: Eligible and Ineligible Input Tax Credit; Apportionments of Credit; Transfer to Input Credit; Payment of Taxes; Refund: Doctrine of unjust enrichment.</p> <p>Basic concepts of E-Way bill, TDS, TCS, Reverse Charge Mechanism and Job work,</p> <p>Procedures: Tax Invoice, Credit and Debit Notes, Returns, Audit in GST, Assessment: Self-Assessment, Summary and Scrutiny. Anti-Profitteering.</p> <p>Customs Laws: Basic Concepts, Territorial Waters, High Seas, Types of Custom Duties, Valuation of Custom Duty, Baggage Rules & Exemptions.</p>	23

Reference Books/ Text Books / Cases:

- * Narang, D. B & Gaur V.P. Income Tax Law and practice, Kalyani Publisher, New Delhi,
- * Datey, V. S. Indirect Tax Law and practice, Taxmann Publications Pvt. Ltd., Delhi,
- * Kumar, S. Systematic Approach to Indirect Taxes.
- * Gupta, S. S. Service Tax -How to meet your obligation Taxmann Publications Pvt. Ltd., New Delhi
- * Singhania V. K. Students' Guide to Income Tax, Taxmann, New Delhi
- * Vineet Gupta & Dr. N.K. Gupta, Fundamentals of Goods & Services Tax, Bharat Law House Pvt. Ltd., New Delhi

FOCUS: This course is focused on skill development under CO1, CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Familiarized with tax laws and procedures relating to Indirect Taxes.

- * *Acquire basic knowledge about application of principles and provisions of GST*
- * *Understand provisions related to Customs Laws.*
- * *Extend the various provisions related to income tax*

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	PO2, / PSO1, PSO4
CO3	PO3, PO1/ ,
CO4	,PO3/ PSO4, PSO3

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BBAC0011: FINANCIAL MANAGEMENT

Introduction: The subject aims to acquaint the students in grasping the details as to how things function at the financial part and how decisions are taken for the betterment of the same.

Objectives: Students would be able to develop a basic understanding about financial management and the role it plays in the overall performance of a Business

Credits: 04

Semester IV

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Nature, scope and objectives of financial management, Role of Finance Manager, Profit Maximization vs. Wealth Maximization, Time value of money, Risk and return-Concept and Calculation (including Capital Asset Pricing Model).</p> <p>Cost of Capital and Financing Decision: Sources of long-term financing, Estimation of components of cost of capital, Methods for calculating Cost of Equity, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital.</p> <p>Capital Structure- Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and Financial leverage. Determinants of capital structure.</p>	22
II	<p>Capital Budgeting: The Capital Budgeting Process, Cash Flow Estimation, Payback Period Method, Discounted Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk-Certainty Equivalent Approach and Risk-Adjusted Discount Rate.</p> <p>Dividend Decisions: Theories for Relevance and irrelevance of dividend decision - Walter's Model, Gordon's Model, MM Theory, Cash and stock dividends. Dividend policies in practice and Determinants of Dividend.</p> <p>Working Capital Decisions: Concepts of working capital, Permanent and Variable working capital, balanced working capital position, Determinants of working capital, Issues in working capital management, Numerical.</p>	23

Reference Books/ Text Books / Cases:

- * Khan, M.Y. and P.K. Jain, Financial Management: Text and Problems, Tata McGraw Hill
- * Horne, Van; James C., John Wachowicz, Fundamentals of Financial Management, Pearson Education
- * Srivastava, Rajiv, and Anil Mishra, Financial Management, Oxford University Press, UK
- * Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
- * Chandra, P. Financial Management-Theory and Practice, Tata McGraw Hill
- * Bhalla, V. K., Financial Management & Policy, Anmol Publications, Delhi

FOCUS: This course is focused on skill development under CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the principles and practices of financial management
- * Enrich financial decision making in business investments
- * Establish the composition of different securities in the total capital structure.
- * Interpret basics of cost of capital and investment and dividend decisions.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO1, PO2/ PSO2,
CO3	PO2, / PSO1, PSO4
CO4	PO2,PO3/ PSO4,

BCMC0012: FUNCTIONAL ASPECT OF INTERNATIONAL BUSINESS

Introduction: This subject intends to acquaint the students with the basics of the mercantile law which characterize the business scenario in our country

Objective: To enable the students to grasp the details as to how things function with regard to the various contracts and acts which are essential for running a business.

Credits: 04

Semester IV

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to International Business: Introduction to International Business, Elements of International Business, Globalization</p> <p>Culture and International Business: Introduction, Meaning of Culture, Country Culture, and Culture in an International Business Organization (Culturally diverse expressions of personality, emotions).</p> <p>Ethics in International Business: Introduction, Business Ethics Factors, International Business and Ethics, National Differences in Ethics, Corporate Governance, Code of conduct for MNCs</p> <p>Global Sourcing and Indian Industries structure: Introduction, What is global sourcing, Reasons for global sourcing, advantages and disadvantages, Challenges for Indian Businesses</p> <p>Regional integration: Introduction, Overview of Regional Integration, Types of Integration, Regional Trading Arrangements, India and Trade Agreements</p> <p>Global trade institutions: Introduction, World trade organization (WTO), International Labour Organisation (ILO)</p>	22
II	<p>International Financial Management: Introduction, Overview of International Financial Management, Components of International Financial Management, Scope of International Financial Management</p> <p>International Accounting Practices: Introduction, International Accounting Standards, Accounting for International Business, International Regulatory Bodies, International Financial Reporting Standards</p> <p>International Marketing: Introduction, scanning international markets, mode of entering into potential markets, Global Marketing Strategies, Branding for International Markets</p> <p>International Strategic Management: Introduction, Strategic</p>	23

	<p>Management, Strategic Planning, Strategic Management Process</p> <p>International Human Resource Management: Introduction, International Organizational Structures, Introduction to International Human Resource Management, Scope of International Human Resource Management</p> <p>Finance and International Trade: Introduction, understanding payment mechanism, Documentation in International Trade, Financing Techniques, Export Promotion Schemes, Export and Import Finance</p>	
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Reference Books/ Text Books / Cases:

- * Daniel, J., & Lee, H. *International Business Environment*. 11th Edition. New Delhi: Pearson Education.
- * Onkvisit, S., & Shaw, J. *International Marketing*. 3rd Edition. New Delhi: Pearson Education.
- * Derskey, H. *International Management*. 4th Edition. New Delhi: Prentice Hall of India.
- * Aswattapa, K. *International Business*. 3rd Edition. New Delhi: Tata McGraw Hill
- * Kavita Singh, *Organization Change & Development*, Excel Books
- * Singh, B.D. *Managing Conflicts and Negotiation*. New Delhi: Excel book Publication
- * Varshney & Bhattacharya. 18th Edition. *International Marketing*. S Chand Publications
- * Export Management by Khurana P.K., Galgotia Publications, New Delhi
- * Lasserre, P., *Global Strategic Management*, Palgrave MacMillan, Hampshire
- * Fernando, A.C. *Corporate Governance: Principles Policies & Practices*, Pearson Education.

FOCUS: This course is focused on skill development under CO1, CO2

Intended Outcomes: After completion of the course, student will be able to:

- * Summarize of global perspective regarding the business.
- * Listing the dimensions of international marketers' strategies, Culture and international business and poleis.
- * Understanding the ethics, diplomacy, and with emotional sensitivity in international business environments.
- * Evaluate the international marketing, international strategic management, and international trade.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO4/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO1, PO2/ PSO2,
CO4	PO2, / PSO1, PSO4

BAL01108: CONSUMER PROTECTION LAWS

Introduction: *The subject aims to acquaint the students in grasping the details as to consumer protection law and right of consumer for the betterment of the same.*

Objectives: *Students would be able to develop a basic understanding about Consumer protection and law in relation of their protection.*

Credits: 04

Semester IV

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Consumer relations, market development, consumerism and globalization, Legislative Framework: Evolutionary steps of Consumer Protection Laws in India- Historical Approach; Consumer Protection Act, 2019- Legislation objectives, Definitions, Rights of consumer, Consumer Dispute Redressal Forum: Three tier system (grievance redressal), Jurisdiction, Complainants under Consumer Protection Act. Appeals and adjournments, Relief to consumer, limitations and other procedures. Role of UN in consumer rights.	23
II	Features of Competition Act, 2002; Highlights of Food Safety and Standards Act, 2006; Features of Legal Metrology Act, 2009. Case Studies of Consumer Protection: Goods – laws on manufacturing defects; Service – Airlines, Banking & Insurance, Medical & Lawyers negligence Emerging Issues In Consumer Protection And Law: Role of Civil Society in Consumer Protection, E-Commerce and Consumer	22

	Rights, ADR in resolution of Consumer disputes.	
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Reference Books/ Text Books / Cases:

- * Consumer Protection Act; object and purpose of the Act and need to avoid references of consumers' complaints to civil courts, T.N. Pandey.
- * Law of Consumer Protection in India, D.N. Saraf, N.M. Tripathi. Comp LJ 10
- * Law of consumer protection, Singh Avtar
- * Consumer Protection, Dr. V.K. Agarwal, Bharat Publication.
- * Consumer Law in the information society, Wilhelm & son et. al.
- * Consumer Protection in the 21st Century: A Global Perspective, William T. Vukowich,

FOCUS: This course is focused on skill development under CO1

Intended Outcomes: After completion of the course, student will be able to:

Comprehend the prevailing law on consumer protection in India.
Awareness about basic procedures for handling consumer dispute.
Recognizing major international instruments on consumer protection.
Grasping the evolving questions and policy issues in consumer law for future research.
Understand the nuances related to consumer protection & e-commerce

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, / PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO4/ ,
CO4	PO2, PO3/ PSO4,

BALO0104: CORPORATE LAWS

Introduction: This course has been designed to make students understand the various concepts related to it and how its sound knowledge helps a firm to perform in a smooth way.

Objectives: To enable the students to become aware of the role which corporate law plays in the day-to-day conduct of any business organization.

Credits: 04

Semester IV

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Definition, Nature and characteristics of company, Classification of companies, Conversion of a private company into public company, Formation of a company, Registration of Company Including E-Registration of companies, Memorandum of Association, Articles of Association, Alteration in MOA and AOA Prospectus, Kinds of Prospectus.</p> <p>Core Aspects: Meaning and types of shares and share capital, meaning of stock, Dematerialization of shares, Meaning and types of debentures, issue of securities & its Allotment</p> <p>Landmark case Laws of corporate laws.</p>	22
II	<p>Directors: Meaning, Appointment, Powers, Rights, Duties and liabilities, Types and importance of meetings and resolutions.</p> <p>Management: Doctrine of <i>Ultra-vires</i>, lifting of corporate veil, Doctrine of indoor management and its exceptions, Doctrine of constructive notice, Rule of majority & its exceptions, Important Judicial pronouncements related to corporate veil, Doctrine of Ultra-Vires etc.</p> <p>Meaning & modes of winding up of the company, Consequences of winding up, Dissolution of company. NCLT and its Functions, Brief introduction of IBC 2016 (Insolvency & Bankruptcy Code, 2016)</p>	23

Reference Books/ Text Books / Cases:

- * Bagrial, A. K. Company Law. Noida: Vikas Publishing House Pvt. Ltd.
- * Gogna, P. P. A Textbook Of Company Law. New Delhi: S. Chand Publisher.
- * Gulshan, S. S. Company Law. New Delhi: Excel Books.
- * Gulshan, S. S., & Kapoor, G. K. Business Law including Company Law. New Delhi: New Age International Pvt. Ltd.
- * Singh, A. Company Law. New Delhi: Eastern Book Company

FOCUS: This course is focused on skill development under CO2.

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Intended Outcomes: After completion of the course, student will be able to:

- * Understand the fundamentals about the formation and types of companies.
- * Recognise the role of corporate law in the affairs of a business firm.
- * Learn the existing corporate laws to prevent any sort of mismanagement in the company
- * Understand the various reasons for issuing of shares and capital market

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, / PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2,PO3/ PSO4,

BCMC0013: RESEARCH METHODOLOGY FOR BUSINESS

Introduction: This course in business research has been designed keeping in mind the significance of it in management studies and how it can be used in business scenarios.

Objective: To enable the students to gain insights into how research is carried out in business and how they can benefit from it.

Credits: 04

Semester IV

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction of Research Methodology: Meaning, Objective, Types and Significance of Research,</p> <p>Nature and Scope of Business Research –Role of Business Research in decision making. Applications of Business Research</p> <p>The Research process –Steps in the research process; the research proposal; Defining Research problems: Management decision problem vs. Business Research problem., Literature Review, Formation of Hypothesis, Research Design: Types of Research Design, Research design in case of different research studies</p> <p>Sampling: Concept, Census vs. Sampling, Advantages and Limitation of Sampling, Sampling process, Types of Sampling: Non- probability sampling techniques, Probability sampling techniques, Sampling and non-sampling errors, Criteria of a Good Sampling Design.</p>	23
II	<p>Data collection and Questionnaire Design: primary and secondary data collection, Methods for data collection, Guidelines for developing a good questionnaire.</p> <p>Measurement and Scales: Levels of measurement—Nominal, Ordinal, Interval and Ratio, Attitude Measurement: Comparative scaling techniques, Non-comparative scaling techniques</p> <p>Analysis of Data: Data preparation & preliminary analysis, practices through Excel (Basic Concepts) and SPSS, Statistics in Research, Data Presentation using Charts and Diagrams</p> <p>Report Writing & Interpretation: Types of Research Reports, Guidelines for Writing a Report, Report Format, Guidelines for evaluating a report.</p>	22

Reference Books/ Text Books / Cases:

* Cooper, D. R., & Schindler, P. S. Business Research Methods. New Delhi: Tata McGraw-Hill.

- * Kothari, C. R. Research Methodology -Methods & Techniques. New Delhi: New Age Publishers.
- * Sachdeva, J. K. Business Research Methodology. New Delhi: Himalaya Publishing House.
- * Sekaran, U. Research Methods for Business -A Skill Building Approach. New Delhi: Wiley India Pvt. Ltd.
- * Srivastava, T. N., &Rego, S. Business Research Methodology. New Delhi: Mc. Graw-Hill.
- * RajendraNargundka Marketing Research : Text & Cases, Tata McGraw Hill
- * Zikmund, Essentials of Marketing Research, Cengage Learning

FOCUS: This course is focused on skill development under CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the meaning and importance of research.
- * Familiarize themselves with various kinds of research.
- * Analyze and Apply research in Business.
- * Creating research reports for varied business uses.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	PO2, PO4/ , PSO4
CO3	PO3, / ,
CO4	,PO3/ PSO4,

BCMC0802: VIRTUAL TRADING IN STOCK MARKET

Introduction: This course of virtual trading in stock market takes the learning of the previous semesters forward for the students. The ability of the students to go ahead with regard to developing a perspective towards happenings around them forms the core of this course.

Objective: To make the students prepared with the basic skills to operate in stock market and how the investing takes place. This also enables the students to take up investment in stock markets independently.

Credits: 02

Semester IV

L-T-P :0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Investing Fundamentals: Types of Investment – Equity Shares, IPO/ FPO, Bonds.</p> <p>Indian Securities Market: market participants, trading of securities, security market indices (Indian & Foreign), Sources of financial information.</p> <p>Stock exchanges in India: BSE, NSE, MCX. Buying and selling of stocks: using broker's and analyst's recommendations.</p> <p>Newspaper Reading and Analysis : Enhancing the usefulness of newspaper reading and analyzing the articles effectively for various purposes</p>	22
II	<p>Stock Analysis and Valuation: Fundamental Analysis- EIC, Technical analysis – Charts, Sentiments indicators.</p> <p>Trading: Online trading of stocks. Understanding stock quotations, types and placing of order.</p> <p>Understanding Derivatives: Futures, Options, trading in futures and options. Understanding stock market quotes on futures and options. Types of orders,</p> <p>Investing in Mutual funds: Background of Mutual Funds: Needs and advantages of investing in Mutual Funds. Net Asset Value.</p> <p>Virtual trading practice</p>	23

Reference Books/ Text Books / Cases:

- * Chandra, Prasanna. Investment Analysis and Portfolio Management. Tata McGraw Hill.
- * Damodaran, Aswath. Investment Valuation: Tool and Techniques for Determining the Value of Any Asset. Wiley Finance.
- * Gitman and Joehnk. Fundamentals of Investing. Pearson.
- * Hirt and Block. Fundamentals of Investment Management. McGraw Hill Publishing Co.
- * Pandiyan, Punithavathy. Security Analysis and Portfolio Management. Vikas Publications

FOCUS: This course is focused on skill development under CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the terminology related to the stock market investment
- * Analyze the different news and charts for the investing purpose
- * Comprehend a better understanding towards various portfolio
- * Enhance understanding regarding stock market investment opportunities.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ , PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	,PO3/ PSO4, PSO2

BCMC0014: ACCOUNTING FOR MANAGEMENT

Introduction: This course is for impart basic knowledge to the students with the fundamentals principles of financial, cost and management accounting.

Objective: This course provides the students an understanding of the application of accounting techniques for management. and enable the students to take decisions using management accounting tools.

Credits: 04

Semester V

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction - Meaning, Objectives, Nature and Scope of management accounting, Difference between cost accounting, financial accounting and management accounting, Role of Management Accounting in Decision Making, Management Accounting and Financial Accounting, Tools and Techniques of Management Accounting</p> <p>Budgetary Control - Concepts and Objectives, Merits and Demerits of Budgetary Control, Fixed and Flexible Budget, Cash Budget and master Budget, Zero based Budgeting</p> <p>Ratio Analysis-Meaning, Advantages and Limitations of ratio Analysis, Classification-Current Ratio, Liquid Ratio, Stock Turnover Ratio, Debtors Turnover Ratio, Creditors Turnover Ratio, Operating Ratio, Gross Profit Ratio, Proprietary Ratio, Fixed Assets Turnover Ratio, Debt Equity Ratio, Return on Capital employed Ratio, Capital Gearing Ratio and Comments on the Basis of Ratios.</p>	22
II	<p>Marginal Costing - Marginal Cost and Marginal Costing - Importance, Break-Even Analysis, Cost Volume Profit Relationship, Margin of safety</p> <p>Financial Statement-Meaning, Nature and Limitation of Financial Statement, Objectives and Methods of Financial Statements Analysis, Comparative Financial Statement, Common Size Financial Statement</p> <p>Cash Flow Statement - Meaning, Significance and Limitations of Cash Flow Statement, Preparation of Cash Flow Statement according to Accounting Standard 3</p> <p>Fund flow Statement – Introduction, Meaning, Importance and Limitations of Fund Flow Statement. Preparation, Statement of Changes in Working Capital and Fund Flow Statement.</p>	23

Reference Books/ Text Books / Cases:

- * Management Accounting By I M Pandey,
- * Vikas Publishing House, New Delhi.
- * Management Accounting By R S N Pillai And V Bhagvathi,
- * S Chand And Co.Ltd, New Delhi.
- * Management Accounting By Manmohan Goyal, Sahitya Bhawan Publication, Agra

FOCUS: This course is focused on skill development under CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Comprehend accounting process and fundamental accounting principles which develop financial statements
- * Make sense of financial statements of a company in terms of their analysis and interpretation
- * Compare and contrast financial performance of different companies.
- * Combine financial analysis with other information to assess the financial performance and position of a company

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO4/ ,
CO4	,PO3/ PSO4,



GLA
UNIVERSITY
MATHURA
Established in 1983, UGC Approved

Course Curriculum

[Bachelor of Commerce – Honours (B.Com. – Hons.)]

BCMC0015: COST ACCOUNTING

Introduction: In developing economy like ours, the importance of cost accounting has been acknowledged by all when optimum utilization of resources is the need of the day.

Objectives: To enable the students to gain insights into the various concepts related to cost accounting and the terms which characterize the phenomenon of costing

Credits: 04

Semester V

L-T-P: 3-1-0

Module No.	Content	Teaching Hours
I	<p>Introduction: Definition of Costing, Cost Accounting. Objectives of Cost Accounting; Importance of Cost Accounting to Business Concern. Relationship between Cost Accounting, Financial Accounting and Management Accounting. Advantages of a Cost Accounting system.</p> <p>Cost concepts, terms and classification of costs: Cost, Cost object, Cost units and Cost Centres, Types of costs, classification of costs. Costing Methods and Techniques (introduction only).</p> <p>Single or output costing Preparation of cost sheet, total costs and unit costs. Numerical problems</p> <p>Contract Costing - Progress payments, Retention money, Escalation clause, Contract accounts, Accounting for material, Accounting for plant used in a contract, Contract Profit and Balance sheet entries.</p>	22
II	<p>Operating costing/service costing: Meaning, user of service costing, features, cost unit, numerical problems on operating costing {transport only}.</p> <p>Process Costing: Meaning, Features, Process vs. Job Costing, Principles of cost ascertainment for Materials, Labour & Overhead; Normal loss, Abnormal loss and gain and preparation of process accounts.</p> <p>Inter-process profit (simple cases) - Meaning, Advantages and Disadvantages and determination of stock value for the purpose of balance sheet.</p> <p>Accounting Systems: Integral and non-integral systems, Reconciliation of cost and financial accounts.</p>	23

Reference Books/ Text Books / Cases:

- * Lal, Jawahar. Cost Accounting. Tata McGraw Hill Publishing Co., New Delhi
- * Shukla, M.C., T.S. Grewal and M.P. Gupta. Cost Accounting: Text and Problems. S. Chand & Co. Ltd., New Delhi.
- * Maheshwari, S.N. and S.N. Mittal. Cost Accounting: Theory and Problems. Shri Mahabir Book Depot, New Delhi.
- * Jain, S.P. and K.L. Narang. Cost Accounting: Principles and Methods. Kalyani Publishers, Jalandhar

FOCUS: This course is focused on skill development under CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic cost concepts, element of cost & preparation of cost sheets.
- * Outline the principles and techniques used in recording, analyzing and reporting costs
- * Develop applicable cost concepts in making short term decisions.
- * Interpret the application of spreadsheets in cost accounting.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	PO2, PO4/ , PSO4
CO3	PO3, / ,
CO4	,PO3/ PSO4,

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BBAE1302: MANAGEMENT OF FINANCIAL INSTITUTIONS & SERVICES

Introduction: The course involves the emphasis on banking, insurance, and key financial services so that scholar gets an exposure to various dynamics of financial system

Objectives: To enable the students to explore Indian financial system and be comfortable in understanding its implications on economic growth

Credits: 04

Semester V

L-T-P: 3-1-0

Module No.	Content	Teaching Hours
I	Introduction of Financial System Characteristics, Significance, Evolution, Regulatory Framework, Major Issues in Indian Financial System. Recent Developments in the Financial System Brief overview of Financial markets and financial instruments Financial institutions: Banking and its Structure in India, Commercial Banking - Operating Aspects, Evolving trends, Management of Assets and Liabilities, Basel Norms, Merchant Banking Functions, Issue Management, Underwriting Non-Banking Financial Company-Meaning, Functioning, Classification – AFC, IC, LC, IFC, CIC-ND-SI, MFI Insurance: Life and Non-Life Insurance (Marine / Motor / Fire / Health / Pension Plan / Annuity / Rural Insurance)	22
II	, Operational Aspects Special financial institutions: Development banks (IDBI, ICICI, IFCI), Sectoral financial institutions (EXIM Bank, SIDBI), Investment institutions (UTI, LIC, GIC) and State level institutions (SFCS, SIDCS) Financial Services: introduction, characteristics, functions and its types (a) Fee based Services –Corporate Advisory Services, Credit Rating, Mutual Funds, Debt Securitization. loan syndication, Mergers and acquisitions. (b) Fund based Services – Lease and Hire Purchase, Housing Finance, Credit Cards, Financial Inclusion, Microfinance Venture Capital, Factoring, Forfeiting, and Bill Discounting	23

Reference Books/ Text Books / Cases:

- * Frank J. Fabozzi, F. Modigliani, Foundation of Financial Markets & Institutions (Third Edition), Pearson Education.
- * Kohn, M. Financial Institutions & Markets. TATA McGraw Hill.

- * Khan, M. Y. Indian Financial System. Fourth Edition. TATA McGraw Hill.
- * Pathak, Bharti V. Indian Financial System. Pearson Publication

FOCUS: This course is focused on employability under CO1.

Intended Outcomes: After completion of the course, student will be able to:

- * Understanding the various financial institutions and their functions
- * Observe the various features related to insurance and how to use it
- * Translate the main concepts of financial services into practical.
- * Predict the basis upon which they can develop into a financial practitioner

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	PO3, / ,
CO3	PO2, PO4/ , PSO4
CO4	,PO3/ PSO4,

BCME0101: PUBLIC FINANCE

Introduction: Public finance is the study of finance related to government entities. It deals with income and expenditure of government entity at any level be it central, state or local. Public finance as a field of study revolves around the role of government income and expenditure in the economy.

Objectives: To provide students a broad understanding of the current theories and practices in Public Financial Administration and Sensitizing the students to identify contemporary issues in Public Financial Administration in India context.

Credits: 04

Semester V

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Public Finance : Nature, definition, scope of public finance, role of public finance in economic development, Government as an agent of economic growth and development; Fiscal Functions of the Government, Techniques of Budgeting; ZBB.</p> <p>Classification of Goods: Private, Public, Social, Merit and Mixed Goods.</p> <p>Indian Public Finance, Parliamentary Financial Committees, Estimates Committee, Public Accounts Committee (PAC).</p> <p>Public Expenditure: Meaning and Classification, Theories of Public Expenditure – Maximum Social Advantage, Growth in Public Expenditure, Effects of Public Expenditure on Production, Criteria for public investment – social cost-benefit analysis.</p>	22

II	<p>Public Revenue: Sources of Revenue, Taxation – characteristics of a good taxation system, direct vs. indirect taxes, principles of taxation, effects of taxation, Tax structure in India and Recent Reforms – GST.</p> <p>Public Debt: Sources of Public Debt, Burden of public debt – theories of public debt, methods of debt redemption, Issues Related to Public Debt Sustainability.</p> <p>Fiscal Deficit, Fiscal Policy, Borrowing powers of Union and States, Concept and purpose of developmental finance, Role of NITI Aayog,</p>	23
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Reference Books/ Text Books / Cases:

- * Richard A. and Peggy B. Musgrave, Public Finance in Theory and Practice, Fifth Edition New York McGraw Hill
- * Richard W. Tresch, Public Sector Economics, New York: Palgrave Macmillan.
- * Browning, Edgar K. and Browning, Jacqueline, M. Public Finance and the Price System, Pearson Education Pvt. Ltd. Delhi.
- * Cullis, J. and Jones, P. Public Finance and Public Choice (Second Edition) Oxford University Press, Oxford.
- * Harvey S. Rosen and Ted Gayer, Public Finance, New York: McGraw Hill.
- * Jonathan Gruber, Public Finance and Public Policy, Second Edition New York: Worth Publishers.
- * R A Musgrave & P B Musgrave, Public Finance in Theory & Practice, Tata McGraw Hill.
- * K P M Sundaram and K K Andley, Public Finance Theory and Practice; S. Chand.
- * HollwyUlbrich, Public Finance in Theory & Practice, Thomson - South Western.

FOCUS: This course is focused on skill development under CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand main concepts of public finance
- * Relate public expenditure & revenue and its effect on the economy.
- * Explain recent taxation reforms in India i.e. GST.
- * Comprehend the role of state and central government bodies in fiscal management.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2, PO3/ ,

BCME0102: MICROFINANCE

Introduction: Microfinance has emerged as an independent branch of study, an industry, a development strategy and a revolution recently. Microfinance institutions, such as financial cooperatives, financial non-governmental organizations and rural banks among others, can provide poor people with small amounts of credit at reasonable interest rates. This course is aimed at evolving clear understanding of role of Microfinance in addressing the problem of poverty and income generating activities to the poor people

Objective: To provide a thorough knowledge of the concept of microfinance and how microfinance institutions work, including the operational aspects of an SHG / MF. The objective of this course is to equip the students of with the skills required to manage microfinance.

Credits: 04

Semester V

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
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I	<p>Microfinance: What is Microfinance? Micro credit and microfinance, Demand and Supply of Microfinance, History of Microfinance, characteristics of microfinance clientele, benefits of microfinance, Microfinance as a Development Tool: The Indian Experience. Role of Grameen Banks in Microfinance, MUDRA Bank, MFIs, Case Study.</p> <p>Models of Microfinance: Conventional Models, Direct Method; Indirect Method; Models in Andhra Pradesh – Business Facilitator/Business Correspondent Model, Business Facilitators, Business Correspondents, Promoting Bank-MFI Partnership Model.</p>	22
II	<p>Development of Microfinance Products: Types of Products, Objectives – Micro insurance, Regulation of Micro insurance, Insurer-MFI Partnership Model, Securitization.</p> <p>Microfinance Risk Scenario – Political Risk, Economic Risk, Currency Risk, Geographical Risk, Saturation and Unhealthy Competition, Institutional Risk.</p> <p>Sustainable Development Issues: SHG Issues, What are the Important Steps for Sustainable Development of SHGs? What are the Skills needed for Managing Successful SHGs?</p> <p>Rating of Microfinance Institutions- Non-financial Parameters, Financial Parameters, Approach for MFI Evaluation – CRISIL Model, CRISIL's Criteria for MFI Evaluation.</p>	23

Reference Books/ Text Books / Cases:

- * Ledgerwood, Joanna and Victoria White. Transforming Microfinance Institutions: Providing Full Financial Services to the Poor. World Bank
- * Rutherford, Stuart. The Poor and Their Money. Oxford University Press, Delhi
- * Gianfranco A. Vento, Mario La Torre, Microfinance, Palgrave Macmillan
- * IIBF, Micro-Finance: Perspectives and Operations
- * O C Rana and Hem Raj, Microfinance, Himalaya Publishing House Pvt. Ltd. Delhi.
- * Beatriz Armendariz and Jonathan Morduch, "The Economics of Microfinance", Prentice-Hall of India Pvt. Ltd. Delhi
- * Malcolm Harper, "Practical Microfinance" A training Guide for South Asia, Vistaar Publication, New Delhi

FOCUS: This course is focused on skill development under CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Acquire basic awareness of Microfinance and its various dimensions.
- * Outline the SHGs and Governmental support provided to Microfinance.
- * Understanding techniques and skills needed to be a microfinance practitioner.
- * Understand the State of microfinance in Indian economy

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2,/ PSO4,

BBAE0301: INTERNATIONAL FINANCIAL MANAGEMENT

Introduction: *This subject enables the students to develop awareness about international financial management and related practices as found*

Objectives: To enable the students to gain insights into the role of the various global institutions, their structures as well as international trade in India.

Credits: 04

Semester V

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: International Financial Management and Domestic Financial Management, Nature and Scope of International Financial Management</p> <p>International Monetary System and its evolution – Gold Standard, Bretton Woods System, Exchange Rate Regime.</p> <p>International Financial Flows, Balance of Payment – Structure, Disequilibrium and Adjustment.</p> <p>Foreign Exchange Market: Introduction, Features, Participants, Exchange Rate Quotation, Segments of Foreign Exchange Market – Spot Market, Forward Market, Futures & Options, Concept of Speculation, Arbitrage and Hedging in Foreign Exchange Market</p>	22
II	<p>Exchange Rate Determination: Mechanism, Factors, Theories – PPP & IRP</p> <p>Exchange Rate Risk: Concept, Types and Risk Management Techniques – Internal & External.</p> <p>International Working Capital Management: Overview, International Cash Management, International Receivables Management, International Inventory Management.</p> <p>International Financial Market: Overview, International Equity Market – ADR and GDR, International Bond Market – Foreign Bond & Euro Bond</p> <p>Financing of Foreign Trade: Modes of Payments in International Trade – D/A, D/P, Letter of Credit etc. Methods of Trade Financing – Pre-shipment and Post-shipment etc.</p>	23

Reference Books/ Text Books / Cases:

- * Apte, P. G. International Financial Management. New Delhi: Tata McGrawHill.
- * Jain, P. K., Peyrard, J., & Yadav, S. S. International Financial Management. New Delhi: Macmillan Publishers India Ltd.
- * Srivatava, R. M. Multinational Financial Management. New Delhi: Excel Books.
- * Varshney, R. L., & Bhashyam, S. International Financial Management. New Delhi: Sultan Chand & Sons.
- * Vyaptakesh, S. International Financial Management. New Delhi: Prentice-Hall of India

FOCUS: This course is focused on skill development under CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the various aspects of international financial management
- * Learn about the various international economic groups
- * Discuss about the numerous international institutions
- * Identify the changing scenario of the international economic environment



Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	PO3, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2,PO3/ PSO4,

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BCME0201: ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

Introduction: This subject exposes students to the objectives, challenges, and requirements for effectively managing small business and entrepreneurship traits.

Objective: To enable the students to take key decisions required of the entrepreneur/manager, the driving forces of the small/family business

Credits: 04

Semester V

L-T-P: 4-0-0

Module No.	Content	Teaching Hours
I	Introduction to Entrepreneur & Entrepreneurship: Meaning of entrepreneur entrepreneurship, and Intrapreneur. Functions of the entrepreneur; types of entrepreneur, entrepreneurial traits & skills. Stages in entrepreneurial process, Theories of entrepreneurship, Barriers to entrepreneurship, Family business: importance, types, entrepreneurs vs. manager. Women Entrepreneur – Role & Challenges. Entrepreneurial development and Government- Concept and meaning of entrepreneurship development, Economic and non economic factors for stimulating entrepreneurship development.	22
II	Need for entrepreneurship development programmes (EDPs), Objectives of EDPs, NIESBUD, SISI – their roles and activities. Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available. Managing Small Business and Creating New Ventures: Sources of new Ideas, Methods of generating ideas, creating problem solving, product planning and development process. Nature and scope of Business plan, Writing Business Plan, Evaluating Business plans, Using and implementing business plans. Classification of small business, Role of SSI in Indian economy, Sickness in small industries and its remedies. CSR of Small Business.	23

Reference Books/ Text Books / Cases:

- * Khanka, S. S., 'Entrepreneurial Development', S.Chand and Company Limited, New Delhi, 2001.
- * Lall M, Sahai S, Entrepreneurship, Excel Books, 2006.
- * Charanthimath, Entrepreneurship Development Small Business Enterprises, Pearson Education, 2008
- * Desai, V; Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2009

FOCUS: This course is focused on entrepreneurship under CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the underlying principles of entrepreneurship and nuances of business.

- * *Develop the tactics for upholding the businesses market position.*
- * *Formulate a business plan as an entrepreneur.*
- * *Recognize the challenges and devise strategies to cope up with the current business scenario.*
- *

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	PO3, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2,PO3/ PSO4,

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BBAE 0106: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Introduction: This subject enables the students to give more emphasis on broader HR issues by experiencing, verbalizing, and writing thoughtfully about different cultures and human resource issues.

Objectives: To enable students with regard to gaining insights into how international human resource management has played a crucial role in the overall scheme of things for an organization

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Introduction to IHRM Definition, Approaches to IHRM, Difference between IHRM and Domestic HRM. Traditional and modern perspectives in HRM; Themes in HRM; Contemporary global trends in International- HRM, IHRM trends- Complexities, challenges, and choices in future.</p> <p>Recruitment, Selection and staffing in International context: International Managers- parent country nationals, third country nationals, host country nationals, Selection strategies for overseas assignments, International transfers;</p>	22
II	<p>Expatriate Management- Problems of repatriation of overseas expatriates and strategies to tackle these problems. Recruitment methods using head-hunters, e-recruitment, international staffing issues.</p> <p>Performance Management: performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management,</p> <p>Training and development in international context: training & development of international staff, types of expatriate training, HCN training.</p> <p>International Compensation: Forms of compensation, Approaches to international compensation.</p>	23

Reference Books/ Text Books / Cases:

- * Aswathappa, K. International Human Resource Management. New Delhi: Tata McGrawHill.
- * Gupta, S. C. International Human Resource Management. New Delhi: Macmillan Publishing.
- * Rao, P. L. International Human Resource Management. New Delhi: Excel Books.
- * Rao, P. S. International Human Resource Management. Mumbai: Himalaya Publishers.
- * Tayeb, M. H. International Human Resource Management. New Delhi: Oxford University Press.

Case Study:

- * Conflicting expectations: where pay and performance collide Page no. 299, IHRM: managing people in a multinational context- Peter J. Dowling, Denise E Welch

FOCUS: This course is focused on skill development under CO4.

Intended Outcomes: After completion of the course, student will be able to:

Understand the Concept and trends of IHRM and appreciate how and why it has become so critical.

Describe the significance of IHRM with regard to competitiveness.

Define issues that impact recruitment, selection and staffing in international context.

Understand the future challenges related to IHRM.

Highlighting the core concepts of Human Resource Management in International context.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	, PO2/ PSO2,
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2,PO3/ PSO4,

BCME0202: PRINCIPLES OF BUSINESS MANAGEMENT

Introduction: This course covers a variety of management concepts based on traditionally accepted management theory and represent practical tools that managers commonly use to meet organizational challenges and objectives

Objective: To provide a basis of understanding to the students with reference to working of business organization through the various principles & concepts of business management

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Concept of Management, Management: Art and Science, Management Vs Administration, Levels of Management, Functions of management, Management as a Profession.</p> <p>Evolution of Management thought: Early contributions: Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Human Relations, Social and Ethical issues in management, Challenges of managing 21st century corporations/organization.</p> <p>Overview of Planning: Types of Plans & The planning process; Management by objectives Decision making: Process, Types and Techniques. Control: Function, Process and types of Control.</p> <p>Organising: Concept, nature, process and significance; Authority and Responsibility relationships- Delegation, Decentralisation;</p>	22
II	<p>Departmentation basis and formats (Project and Matrix); Formal and Informal Organisation; Changing patterns in Organisation structures in the Knowledge economy.</p> <p>Directing: Motivating and Leading People at work- basic concepts; Communication- nature, process, networks and barriers; Effective Communication.</p> <p>Strategic Management: Definition, Levels of Decision, Strategy, Relevance of strategic management and its benefits, strategic management in India, Management by objectives (MBO), MBO process, Balanced Score Card (BSC), BSC vs. MBO.</p> <p>Recent Trends in Management: Social responsibility of management – environment friendly management, management of change, management of crisis, Total Quality Management (TQM), stress management.</p> <p>Recent developments in the field of Management in a global perspective.</p>	23

Reference Books/ Text Books / Cases:

- * Horold Koontz and IteinzWeibrich, Essential of Management, McGrawhills International.
- * Robbins &Decenzo. Fundamentals of Management: Essential Concepts and Applications. New Delhi: Pearson Education.
- * N.K. Sahani, Management Concept and Organizational Behaviour, Kalyani Publisher, N. Delhi.
- * Durai, P. Principles of Management, Text and Cases. New Delhi: Pearson Education.
- * Burton Gene and Manab Thakur. Management Today Principles and Practice. Tata McGraw Hill, New Delhi.
- * Prasad, Lallan and S.S. Gulshan. Management Principles and Practices. S. Chand & Co. Ltd., New Delhi.

- * Govindarajan & Natarajan, Principles of Management, Prentice Hall of India Pvt. Ltd. New Delhi.
- * Weihrich, Heing and Harold Koontz, Management: A Global Perspective, Mc-Graw Hill, New Delhi.
- * Luthans, Fred, Introduction to Management, Tata McGraw Hill.
- * Jones, Gareth R. and Jennifer M. George, Contemporary Management, Tata McGraw Hill.
- * Ghuman, K. and K. Aswathappa, Management: Concepts, Practice and Cases, Tata McGraw Hill.
- * Charles Hill, W.L. and Steven L. McShane, Principles of Management, Tata McGraw Hill.

FOCUS: This course is focused on skill development under CO1.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic principles of management.
- * Discuss the various management processes, functions and principles.
- * Identify the behavioral processes in the organization.
- * Understand the new developments in the field of business management.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO3/ PSO1, PSO4
CO3	, / ,
CO4	PO2, PO4/ PSO4,

BBAE0102: INDUSTRIAL RELATIONS

Introduction: This course serves as an introduction into the field of industrial relations. Students will learn about the history of the field and an introduction to labour unions.

Objectives: To enable the students with regard to various models of dispute resolution, labour-management cooperation, dispute settlement machineries and other Industrial relation issues

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Industrial Relations: Meaning, objectives, scope, determinants of Industrial relations, Factors affecting Industrial relation.</p> <p>Approaches to Industrial relation: Psychological, Sociological, Human Relation, Socio-ethical, Gandhian, system Approach.</p> <p>Trade Unionism- Concept, objectives of Trade Unions and Methods of achieving the objectives; Features and functions of trade unions.</p> <p>Industrial Disputes: Concept, Features, causes, classification of industrial disputes.</p> <p>Methods of prevention of Industrial Disputes: Tripartite and Bipartite bodies, Standing orders and grievance procedure, Ethical codes, collective bargaining.</p>	23
II	<p>Industrial Dispute Settlement Machinery: (conciliation, arbitration and adjudication) - Work Committees, Conciliation, Board of Conciliation, Court of enquiry, Labour Court, Industrial Tribunal, National Tribunal, Grievance handling.</p> <p>Workers' Participation in Management: Concept, purpose and significance of participation; Forms of participation: information sharing, consultation, association of workers, joint decision-making and Board of Directors.</p> <p>International Labor Organization: An Introduction to ILO: origin, objectives and structure of ILO.</p> <p>Impact of Globalization & Information Technology on IR, Role of Human Resource Development in Developing Industrial Relation.</p>	22

Reference Books/ Text Books / Cases:

- * Mamoria, C. B., Mamoria, S., & Gankar, S. V. Dynamics of Industrial Relations. New Delhi: Himalaya Publishing House.
- * Monnappa, A. Industrial Relations. New Delhi: Tata McGraw Hill.
- * Sen, R. Industrial Relation in India. New Delhi: Macmillan India.

CASE:

* CGC limited, Chapter no. 14, Pg No. 440, Ratnam, C.S. Venkata, Industrial Relation, Oxford University Press

FOCUS: This course is focused on skill development under CO2.

Intended Outcomes: After completion of the course, student will be able to:

Understand the history and models of the Industrial Relations system.

Discuss genesis of industrial conflicts and disputes.

Describing the functioning of various Industrial conflict settlement machineries.

Discussion on latest issues and challenges in labor laws and welfare facilities of employees in corporate sector.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	, PO4/ PSO1,
CO3	PO3, / ,
CO4	PO2,/ PSO4,

BCME0301: BUSINESS & ECONOMIC ENVIRONMENT

Introduction: This subject of Business and Economic Environment features sections on conceptual overview of Economic and Business Environment, different environmental components, policies governing business and economic environment.

Objective: To enable the students to understand the changing dynamics of the diverse national and international business and economic environment

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Dynamics of Business and its Environment:</p> <p>Concept of business environment: Significance and nature, Levels of the Business Environment, the interaction matrix of different environment factors, the process of environmental analysis and its limitations, International Business Environment: Economic, demographic, cultural and political-legal environment</p> <p>Economic Environment: Introduction, Economic Environment of Business, The Global Economic Environment, Economic and Business Development and Environmental Issues, Economic Transition in India: Liberalisation, Privatisation, Globalisation and Competition and Competitive structure of industries, Future Perspective of Indian Industry and Management.</p> <p>Politico-legal environment: Relationship between business and Government of India; Constitutional provisions affecting business; Emerging Geo Political Dimensions of Business Environment. Introduction to some important business laws: MRTP, Industrial (development and regulation) Act 1951, FEMA, SEBI Act.</p>	22
II	<p>Technological and socio-cultural environment: Policy for research and development in India; Problem of selecting appropriate technology; IT and Business, Multinationals as source of technology.</p> <p>Global Trends in Business and Management: International Relations - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry, GATT, WTO</p> <p>Economic environment: Philosophy and strategy of planning in India; the public sector and the private sector, their changing roles; Policy with regard to small scale industries and labour; The monetary policy, fiscal policy Financial institutions and their relevance to business operations</p> <p>New Economic Policy: Introduction, Industrial Policy, The crisis of June, 1991, Objectives of New Economic Policy – 1991, Positive and Negative effects of New Economic Policy, Changes in the Indian economy in the last three decades in the context of NEP. Exim policy; Banking policy; FDI policy; Reforms in capital market; Structural reforms; Impact of reform measures, Salient Features of WTO</p>	23

Reference Books/ Text Books / Cases:

- * Cherunilam, Francis; Business Environment - Text and Cases, Himalaya Publishing House, 2002 12th revised edition.
- * Aswathappa, K.; Essentials of Business Environment, Himalaya Publishing House
- * Cherunilam, Francis; Business and Government, Himalaya Publishing House.
- * Adhikari M- Economic Environment of Business (Excel Books), Sultan chand.
- * Ghosh- Economic Environment of Business (Vikas)
- * Morrison J- The International Business Environment.
- * Agarwal R- Business Environment.
- * Bedi S K- Business Environment (Excel Books).
- * George A and Steiner G A- Business, Government and Society (Macmillan)

FOCUS: This course is focused on skill development under CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * *Outline the various dimension of economic environment and its impact on business practices*
- * *Understand the significance of different forms of regional economic integration and appreciate the role played by various economic organizations such as the WTO, GATT.*
- * *Familiarize themselves with global economic trends, their impact on the evolution and growth of international business and to appreciate the changing dynamics of the diverse international business environment.*
- * *Grasp the concept and form of foreign direct investment, and to create awareness about emerging issues in international business*

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, / PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2,PO3/ PSO4,

BCME0302: MERGERS AND ACQUISITIONS

Introduction: This subject of Merger & Acquisitions features section of concepts, legal aspect of Merger & Acquisitions, general awareness and related aspects.

Objective: Develop understanding of the economic activity of Merger & Acquisitions taking place in the Indian economy.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Mergers and Acquisitions: Concept, Classification of Mergers Motives behind Merger & Acquisitions, Process of Merger & Acquisitions Reasons for failure ,Reverse Merger , Recent Examples of Merger & Acquisitions in India Concept of Acquisition and types of Acquisitions Corporate Restructuring: Concept, Reasons for Restructuring, Barriers to Restructuring, Types of Corporate Restructuring, Cross Border Acquisition: Concept, Benefits of Cross Border Acquisitions, Difficulties in Cross Border Acquisition. Provision for Merger & Acquisitions under Companies Act, 2013,	22
II	SEBI Buyback of Securities Regulations , SEBI (Substantial Acquisition of shares and, Takeover Regulations), SEBI (Delisting of Securities) Guidelines, Provisions of Income Tax Act. Takeover: Concept , Takeover Defence tactics, Benefits and disadvantages of Takeover, Divestiture: Concept, benefits, Types of Divestiture, Reasons for Divestiture. Going Private and Leverage Buyout: Concept, Types of Leverage Buyouts, Concept of Employee Stock Ownership (Only Theory), Funding options for Merger & Acquisitions.	23

Reference Books/ Text Books / Cases:

- * Prasanna Chandra, Financial Management: Theory and Practice, TMH
- * Prasanna Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas Publication
- * Aurora, Shetty, Kala, Mergers and Acquisitions, Oxford
- * Bhagaban Das, Debda Rakshit, Sathya Swaroop Debashish, Corporate restructuring: Merger, acquisition and other forms, Himalaya.

FOCUS: This course is focused on skill development under CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Develop an understanding of the economic activity of M & A taking place in the Indian economy.
- * Explore the merger and acquisition process in the capital market.
- * Illustrate the leading methods used in the valuation of a firm for merger analysis.
- * Familiarize with the techniques of corporate restructuring

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	, PO4/ PSO1, PSO4
CO3	, PO2/ ,
CO4	PO2,PO3/ PSO4,

BCME0303: INDUSTRIAL ECONOMICS

Introduction: This course envisages expanding the knowledge of students in modern economics and certain applied aspects of theoretical analysis. This course provides an introduction into the fundamental concepts, nature and scope of industrial economics, followed by market analysis.

Objectives: The objective of this paper is to impart knowledge to the students on the basic issues such as productivity, efficiency, capacity utilization and debates involved in industrial development; and to give thorough knowledge about the economics of industry.

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Nature and scope of industrial economics – Introduction to concepts: plant, firm, business house, industrial sector and industrial structure- Determinants of Firm Structure. Theory of Firm: Organizational structure of a firm –Objectives of firms – Theories of growth of firms –Sales and growth maximization hypothesis- Determinants of size and profitability Cost and Investment Decisions:- Types of costs: U-shaped and L-shaped – Cost curves –Depreciation – Price fixation – Administered prices	22
II	Investment Decision: Methods of evaluating investment expenditure –Social Cost Benefit Analysis – Balancing private and social returns – Assessment of financial soundness –Sources of Finance- Ratio analysis-Sensitivity Analysis-Inflation accounting Capital Structure: Optimum Capital Structure. Industrial Organization: Concepts and determinants of market structure, market conduct and market performance – Interrelationships among structure, conduct and performance – Factors affecting location and theories of location Weber, August Losch, Sargant Florence – Development of Backward Regions - Government Policy and approach for the development of backward regions - Recent Programs for Development of Backward Regions.	23

Reference Books/ Text Books / Cases:

- * Industrial Economics: Indian Perspective,(Revised Edition) by F. Cherunilam, Himalaya Publishing House, Mumbai
- * Industrial Economy in India(Revised Edition) by B.Desai, Himalaya Publishing House, Mumbai)
- * Industrial and Labour Economics by Dr.Mukund Mahajan and S D Geet,1 st Edition NiraliParkashan.
- * Industrial Economy of India (Revised Edition) by S.C. Kuchhal, Chaitanya Publishing House, Allahabad.

FOCUS: This course is focused on employability under CO1.

Intended Outcomes: After completion of the course, student will be able to:

- * Interpret about theoretical concepts and issues related to firms
- * Demonstrate about cost and investment decisions
- * Estimate about the concept and determinants of market structure and theories of location
- * Explain industrial development in India and they would be able to identify the problems and capable to decide the application for future development

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	, PO4/ PSO1, PSO4
CO3	PO3, PO4/ ,
CO4	PO2,/ PSO4,

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BCME0304: INDIAN ECONOMICS

Introduction: This subject is designed to familiarize the students with the understanding with regard to Indian Economics and its functioning

Objective: To acquaint the students with the concepts of microeconomics & Macroeconomic analysis as found in the Indian context

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Economic Development of India-Meaning of developing economies, Basic characteristics of the Indian economy as a developing economy, Major issues of development. Income, Expenditure and The Circular flow, Components of expenditure. Demographic Constraints: Interaction between population change and economic development .Growth and Distribution; future of make in India and employment opportunities Policy Regimes-Economic Reforms since 1991, The experience of trends of Growth, Development and Structural Change in different phases of growth and policy regimes across sectors and regions	23
II	Monetary and Fiscal policies with their implications on economy, Factors influencing productivity and growth; the rate and pattern of industrial growth across alternative policy regimes Regulation of Exchange market- Role of RBI in regulating flow of funds in India, balance of Payments, Structural Changes and Performance of India's Foreign Trade and Balance of Payments; Trade Policy Debate; Export policies and performance; Macro Economic Stabilization and Structural Adjustment; India and the WTO, Role of FDI. Analysis of Current trends issues ,opportunities and challenges of Indian Economy	22

Reference Books/ Text Books / Cases:

- * Mishra and Puri, Indian Economy, Himalaya Publishing House
- * IC Dhingra, Indian Economics, Sultan Chand & Sons
- * Gaurav Dutt and KPM Sundarum, Indian Economy, S. Chand & Company.
- * Rangarajan, C. and N. Jadhav. Issues in Financial Sector Reform. BimalJalan. (ed). The Indian Economy. Oxford University Press, New Delhi.

FOCUS: This course is focused on skill development under CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * To utilize the micro and macroeconomic concepts relevant for taking prudent business decisions in India.
- * Make use of the application of economic principles in the field of business management
- * Examine Indian economy structure and related issues
- * Assess the functioning of the Indian economy in the contemporary context

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO1,
CO2	PO2, PO4/ PSO1, PSO4
CO3	, PO4/ ,
CO4	PO2,PO3/ PSO4,

BBAE0401: PRINCIPLES AND PRACTICES OF LIFE INSURANCE

Introduction: The subject covers the principles as well as practices of insurance as applicable on individuals and organizations within the larger economic system.

Objectives: To enable the students in getting an outlook of how insurance business works on a day-to-day basis and how various policies are formulated.

Credits: 04

Semester V

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Life Insurance Introduction: Concept, features, significance, difference between life insurance and other forms of insurance, Parties to the Insurance contract and their Rights and Duties, Insurance Documents, Principles of life insurance and its Application, recent trends in life insurance. Life Insurance Risk: Selection and Classification of risks, Elements in computation of Assurance premium, Factors governing sum assured - Calculation of Premium, Methods of calculating risk in life insurance	22
II	Life Insurance Claims and payments: Surrender value, Sum Assured, policy conditions, life insurance claims and settlement of life insurance claims. Life Insurance Policies: Kinds of Life Insurance Policies, Unit Linked Insurance plans, Life Insurance Annuities. Group Insurance, Legal provisions and procedure of taking life insurance policy, Assignment of Life Insurance Policies, life insurance Agents and Role of Agent.	23

Reference Books/ Text Books / Cases:

- * Mishra, M. N. Insurance Principles and Practice. New Delhi: S. Chand & Company.
- * Panda, G. Principles and Practice of Insurance. New Delhi: Kalyani Publishers.
- * Periasamy, P. Principles and Practices of Insurance. Mumbai: Himalaya Publishing House.
- * Sreenivasan, N. M. Principles of Insurance Law. Lucknow: Eastern Book Company.

FOCUS: This course is focused on skill development under CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the concept of insurance & its importance.
- * Classify the risks covered under the ambit of insurance
- * Select a theoretical basis upon which they will develop their knowledge in other areas of insurance
- * Discuss various types of insurance policies

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2,PO3/ ,

BBAE0402: FUNCTIONAL ASPECTS OF BANKING

Introduction: This course introduces the functional aspects of banking, the roles played and services rendered by banks, various types of bank accounts & loan system in Indian Banks.

Objectives: To enable the students with regard to gaining insights into the routine and specific functions related to the banking scenario in the country and otherwise

Credits: 04

Semester V

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Banker & Customer: Banking in India, Definition & Roles of Banks, Banking Services & Products. Operational Aspect of commercial banks in India, Organisation of Banking Business – Types of Banks, Relationship of Banker & Customer as Debtor-Creditors, Know Your Customer (KYC) guidelines. Pledgee-Pledgor, Agent-Principles & Lessor-Lessee. Customers' Accounts: Opening & Operations of Different Kinds of Bank Accounts & their Special Features - Saving Account, Current Account, Fixed Deposit Account, Recurring Deposit Account and other Accounts Closing of Bank Account. RBI & its role. Recovery of loan- legal process and RBI guidelines. Types of cheques-drawing-alteration-marking and crossing of cheques.how to apply for loan, documents required, eligibility, calculation of EMI, concept of credit score.	22
II	Day-to-day- Cash & Non-cash Operations in Banking: Cash Deposits, Cheque Withdrawals and Fund Transfers. Loans&	23

	Advances: Various Forms of Landings – Loans, Cash Credit, Overdraft, calculation of interest on loan & deposits, EMIs. Meaning & Characteristics of Secured Advantages, Types of securities, Types of Collateral Securities, General Principles of Sound Lending. Payment and Collection of Cheque: Cheque / DD & MC and its features. Role and Duties of Paying and Collecting Banks. Concept of rural banking	
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Reference Books/ Text Books / Cases:

- * Gopinath, M. N. Banking Principles & Operations. Mumbai: Snow White Publications Pvt. Ltd.
- * Guruswamy, S. Banking Theory Law & Practice, New Delhi, Tata McGrawHill
- * Shekhar, K. C. & Shekhar, L. Banking Theory and Practice. Noida: Vikas Publishing House Pvt. Ltd.
- * Varshney, P. N. Banking Law and Practice. New Delhi: Sultan Chand and Sons

FOCUS: This course is focused on skill development under CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Have fundamental knowledge of the prevailing banking system in India.
- * Summarize various functional aspects of banking.
- * Discuss operating system of banks for accounts & loans.
- * Explain the mechanism behind payment and collection of cheques

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	,PO3/ PSO3, PSO4

BBAE0403: INSURANCE LAWS AND ENVIRONMENT

Introduction: This course introduces insurance business and legal framework of insurance laws and regulations and insurance business environment in the country.

Objectives: To enable the students gain insights into the insurance sector in the country as well as various laws associated with it along with the prevailing environment

Credits: 04

Semester V

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction of Insurance: Definition, History and development of Insurance in India, Insurance sector reforms, Role of insurance in Indian market, Need for Globalization, Global Picture of Insurance, Globalization and its impact on India Legal Framework: Legal Framework of Insurance Business,	22

	Registration and Licensing of Insurance Industry, introduction to IRDA,	
II	Laws regulating insurance business – Life Insurance Corporation Act, 1956 – General Insurance Business Nationalization Act, 1972 – Insurance Act, 1938 Insurance Business Environment: Business environment – Internal environment – external environment, Legal and economic Environment – Financial environment – commercial environment – Environmental impact on Insurance business, Role of Insurance Companies.	23

Reference Books/ Text Books / Cases:

- * Gupta, P. K. Fundamentals of Insurance. Mumbai: Himalaya Publication.
- * Mishra, S. B. and Mishra M. N. Insurance Principles and Practice. New Delhi: S. Chand Publishers.
- * Murthy K. S. N. and Sharma K. V. S. Modern Law of Insurance in India. New Delhi: N M Tripathi Pvt. Ltd.
- * Sreenivasan, M. N. Principles of Insurance Law. Lucknow: Eastern Book Company.

FOCUS: This course is focused on skill development under CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the Insurance Business in India.
- * Classify the various types of environment on the growth of Insurance.
- * Outline the growth of insurance sector in India.
- * Identify the global insurance environment.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO3/ PSO3, PSO4
CO2	PO1, PO4/ PSO2,
CO3	PO2, PO4/ PSO1, PSO4
CO4	PO2, PO3/ PSO4,

BBAE0404: e-BANKING

Introduction: This subject focuses on introducing the students to the key issues related to e-banking such as electronic payment system and cyber security

Objectives: To enable students gain insights into current and emerging technologies, issues (legal and otherwise) related to e-business.

Credits: 04

Semester V

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Concept, Definition & Origin of E-Banking, Scope and Type of E-Banking – Internet Banking, Mobile Banking etc., Issues and Challenges in E-Banking, Advantages and Limitations of E-Banking, Future of E-Banking in India. Role and uses of technology upgradation. Electronic Payment System: Concept of Electronic Payment, Basic elements of electronic payment system, Types of Electronic Payment Systems – Electronic Cash, Electronic Cheque, EFT, RTGS, Credit Card, Smart Card,	22
II	Concept of Payment Gateway and Paypal, Concept & Working of ATM, Anywhere anytime banking- home banking (Corporate and personal), microfiche, note and coin counting devices. SWIFT payment, Currency card, travel card, RBI Rules for sending/ receiving money to/ from abroad? Cyber Security and Legal Issues: Cyber Crimes & Security, Cyber Attacks – Trojan, Virus, Worm, Spam, Hacking – Phishing, IP Spoofing, Safety Measures – Firewalls, Intrusion Detection Systems, Secure Sockets Layer, Authentication & Assurance of Data Integrity, Cryptography, Digital Signatures. Global developments in banking technology. Information Technology in finance & service delivery. Overview of Information Technology Act – 2000	23

Reference Books/ Text Books / Cases:

- * Bajaj, K. K. & Nag, D. E-Commerce. New Delhi: Tata McGrawHill
- * Diwan, P. & Sharma, S. E-commerce-A Manager's Guide to e- Business. New Delhi: Excel Books.
- * Kalakota, R. &Whinston A. B. Frontiers of Electronic Commerce. New Delhi: Pearson Education.
- * Kaptan S. S. &Choubey, N. S. Indian Banking in Electronic Era. New Delhi: Sarup& Sons.
- * Sharma, K. C. Modern Banking in India. New Delhi: Deep & Deep Publications.

FOCUS: This course is focused on skill development under CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Describe the basic concepts and functions of e-banking
- * Discuss the role of information, security and technology in e-banking.
- * Understand & Summarize various important elements of e-banking system.
- * Understand & Summarize online payment system and its features

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,

CO4	PO2,PO3/ PSO4,
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BBAC0013: INTERNATIONAL BUSINESS MANAGEMENT

Introduction: This course in International Business Management will provide understanding to the students about the dimensions of global business & management.

Objective: To enable the students to gain insights into the various principles and theories which characterize international business and its underlying ideas

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to International Business Management: An Overview of International Business, Why Go International?; Domestic v/s International Business. International Business Environment, Stages in Globalization Process, Theories of International Trade, Porter's Diamond Model – Implications for International Business, International Organizational Structures, Modes of Entry and International Institutions International Market Entry strategies, Market Selection and Barriers to it, FDI and FII. Multilateral Trade Agreements & TRIPs; Multilateral Environmental Agreements (MEAs);	22
II	International Finance, HR, Production and Related Concepts Introduction to International Financial Management, Balance of Trade and Balance of Payment, Determination of Exchange Rate; Financial Markets and Instruments, Methods of Payment in International Trade, International Production & Logistics Management, International Human Resource Management, India's Foreign Trade Policy, International Trade Blocks – NAFTA, ASEAN, SAARC, EU. International Institutions - WTO, GATT, IMF, Asian Development Bank and World Bank. FEMA, FERA Acts.	23

Reference Books/ Text Books / Cases:

- * Apte, P. G. International Financial Management. New Delhi: Tata McGraw Hill.
- * Cherunilam, F. International Business. New Delhi: Prentice Hall of India.
- * Paul, J. International Business. New Delhi: Prentice Hall of India.
- * Rao, P. S. International Business: Text and Cases. New Delhi: Himalaya Publishing House.

CASE:

- * Nestle and Drivers of International Business (page no. 573) - P. Subbarao (Himalaya Publishing House)

FOCUS: This course is focused on skill development under CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the nuances of international business as a field of study.
- * Get an exposure to the basic concepts in international business
- * Learn the behavior of customers and other related terms vis-à-vis international business
- * Outline the role of various domains of business in international trade

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, / PSO2, PSO3
CO2	PO2, PO4/ PSO1,
CO3	PO3, / ,
CO4	PO2,PO3/ PSO4,

BCME0401: MANAGEMENT OF INTERNATIONAL TRADE

Introduction: This course would help the students in developing the understanding of the international trade concepts and its impact on the growth of an economy.

Objective: To acquaint the students with the theoretical foundations of international trade To enable them to learn the pattern, structure and policy framework of India's foreign trade.

Credits: 04

Semester V

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Theoretical Foundations of International Trade: Reasons for international trade: Mercantilist and neo-mercantilist view; Theories of international trade: Absolute and comparative advantage theories: Modern theories of trade; Gains from trade; Foreign trade multiplier; Terms of trade.</p> <p>Direct Investment: FDI in the world economy, Cost and Benefit analysis of FDI to Host and Home Countries, Government Policy Instruments and FDI; Foreign debt situation.</p> <p>Instruments of Commercial Policy: Tariffs quotas and other measures and their effects; Arguments for and against protection; Trade regulations and WTO; Trade policy and developing countries.</p>	22
II	<p>Factor Movements and International Trade in Services: Capital flows-Types and theories of foreign investments, Barriers to foreign investments; Labor migration; Theory of international trade in services.</p> <p>Regional Economic Integration: Levels of Regional Economic Integration; Free trade area, customs union, economic union, and common market; NAFTA,EU, SAARC, ASEAN,BRICS,G-20.</p> <p>Policy Framework and Promotional Measures: India's foreign trade and investment policy; Policy making body and mechanism; Export promotion measures and infrastructure support – export and trading, houses, export promotion schemes and incentives; Institutional arrangements for export promotion.</p>	23

Reference Books/ Text Books / Cases:

- * Economic Survey, Govt. of India.
- * Export-import Policy and Other Documents, Govt. of India.
- * Hazari, R. Bharat, *Micro Economic Foundations of International Trade*, CroomHelm, London and Sydney.

- * Letiche, John M., *International Economics: Policies and Theoretical Foundations*, Academic Press, New York.
- * Mannur, H.G., *International Economics*, Vikas Publishing House, New Delhi,
- * Salvatore, D., *International Economics*, John Wiley and Sons.
- * Sodersten, BO, *International Economics*, McMillan, London.

FOCUS: This course is focused on skill development under CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Identify and understand the theoretical foundation of international trade.
- * Remember the instruments related to commercial policy.
- * Explain the importance of regional economic integration.
- * Discuss the various factor movements in international service

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2, PO3/ PSO4, PSO1

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BCME0402: INTERNATIONAL LOGISTICS

Introduction: This course will help the students in developing understanding of the inventory management concept and various modes related to international logistics.

Objectives: To acquaint the students with the general and clear idea of international logistics system

To make the students aware of the various aspects related to its management.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Concept of International Logistics Management: Concept, evolution and development; Importance of logistics management to international business, International Logistics functions and intermediaries. Issues involved in movement of goods</p> <p>Transportation: Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out-sourcing;</p> <p>Various modes of logistics management: The general structure of shipping industry; cargo types; vessels and vessel characteristics; freight structure and practices; coordination; role of intermediaries' .forwarding and clearing agents; freight brokers; stevedores and shippers agents. Containerization</p>	23
II	<p>Air transportation and its scope</p> <p>Air transportation, advantages, disadvantages, freight structure</p>	22

	and operations, carrier and consignee liabilities. Warehousing: Warehousing and marketing strategy; Objectives and functions of warehousing; Warehouse strategies; Material handling equipment and Material mobility Warehousing evaluation and requirements. Inventory management -inventory categories, EOQ, LT, ICC; Inventory levels; Material planning and sourcing of procurement; Methods of cost reduction.	
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Reference Books/ Text Books / Cases:

- * James F. Robbison & William C. Copaciano (editors): *The Logistics Hand Book*.
- * Donald F. Wood et.al : *International Logistics*
- * Douglas Lambert and James R. Stock: *Strategic Logistics Management*
- * Bowersox, Donald J. and David J. Closs, *Logistics Management and Integrated Supply Chain Management*, Tata McGraw Hill.

FOCUS: This course is focused on skill development under CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the importance of inventory management for its efficient utilization.
- * Learn the various logistic mechanism for prompt supplies
- * Enhance the concept of material planning
- * Explain the methods of cost reduction, cost management

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	, PO4/ PSO1, PSO4
CO3	PO3, PO4/ ,
CO4	PO2,/ PSO4,

BCME0403: INTERNATIONAL TREATIES AND CONVENTION

Introduction: This course would help the students in developing understanding of the international laws and treaties and their impact on the growth of economy.

Objectives: To acquaint the students with the theoretical foundations of international treaties and conventions
To enable them to learn the pattern, structure and policy framework at trade blocks.

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Development of international law, Nature of international laws, Legality of international laws: Positive morality, Treaties as to the basis of international law, Article 253, Relationship between international law and state law, Article	22

	51(7), Article 37 Concept of treaties: Kind of Treaties, Binding force of Treaties, PACTASUNT SERVANDA, JUS CUGENS, Enforcement of Treaties, compliance with Treaty obligations,	
II	Parties of treaty and convention, Formation of Treaties, Reservation invalidity and termination of Treaty, Laws of Treaties and convention: Vienna convention on law of Treaties, interpretation of Treaties, Dispute settlement for breach of Treaties, Policy framework for FDI in India, Policy on counter trade agreement, Indian joint ventures, Indian double tax avoidance, Agreement comprehensive economic co-operation agreement, Economic co-operation and integration between countries, Integration between countries, NAFTA, ASEAN, SAARC, SAPTA, NAFTA	23

Reference Books / Text Books / Cases:

- * By Andrew T. Guzman: *How international Law works: A rational choice theory*
- * Czinkota, Michael R., et. al., *International Business*, the Dryden Press, Fortworth.22
- * Danoes, John D. and Radebaugh, Lee H., *International Business: Environment and Operations*, Addison Wesley, Readings.
- * Hill, Charles W. L., *International Business*, McGraw Hill, New York.
- * *Economic Survey*, Govt. of India.
- * *Export-import Policy and Other Documents*, Govt. of India.
- * Hazari, R. Bharat, *Micro Economic Foundations of International Trade*, CroomHelm, London and Sydney.
- * Letiche, John M., *International Economics: Policies and Theoretical Foundations*, Academic Press, New York.
- * Mannur, H.G., *International Economics*, Vikas Publishing House, New Delhi,
- * Salvatore, D., *International Economics*, John Wiley and Sons.
- * Sodersten, BO, *International Economics*, McMillan, London.

FOCUS: This course is focused on entrepreneurship under CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the theoretical foundation of international treaties
- * Identify the role played by international conventions
- * Comprehend the laws of treaties and conventions
- * Learn the importance of the grievance handling mechanism

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2, PO3/ PSO4,

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BCMC0016: MANAGEMENT OF WORKING CAPITAL

Introduction: The subject has been designed keeping in perspective the various aspects of working capital management in an organization.

Objective: To provide students a broad understanding of the functioning of working capital management practices.

Credits: 04

Semester VI

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Working Capital Management: Meaning, Purpose, Need of working capital, Operating Cycle Concept, Permanent and temporary working capital, Working capital in case of a stable firm and a growing firm. Meaning of Working Capital Management, Issues in working capital management, effect of working capital management policies, Importance of working capital management, Factors determining working capital. Estimation of future working capital based on current assets and current liabilities.</p> <p>Receivables Management: Meaning, Objective, Credit Policy – Credit Standards, Credit Terms, Collection Efforts. Factors on which the firm's investment in account receivables depend, Average collection period, Steps involved in evaluation of investment in accounts receivable according to total and incremental approach, Factoring.</p>	22
II	<p>Inventory Management: Meaning, Objectives, need for holding inventory. Economic order quantity, Re-order level, Other stock levels, ABC analysis, Inventory turnover ratios, Analysis of investment in inventory.</p> <p>Cash Management: Meaning, Objective, need for cash, Nature of cash management, Cash planning, Cash budget, Methods of cash forecasting, Cash management control, Determining optimum cash balance, Management of marketable securities.</p> <p>Sources of financing of working capital: Trade credit, Advances from customers, Discounting bills of exchange, Bank overdraft, Cash credit, Commercial papers.</p>	23

Reference Books/ Text Books / Cases:

- * Khan and Jain, Financial Management: Theory and Practice, TMH Publishing House, New Delhi
- * Nagrajan and Mishra, Working Capital Management, Excel Publications, New Delhi

FOCUS: This course is focused on skill development under CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts of working capital management
- * Learn the management of receivables and inventory
- * Comprehend the management of cash in an organization
- * Interpret the various techniques of Working Capital and learn how to apply in the Business

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs

CO1	PO1, PO2/ PSO2, PSO3
CO2	, PO4/ PSO1, PSO2
CO3	PO3, / ,
CO4	PO2,/ PSO4,

BCMC0017: AUDITING

Introduction: This subject has been designed to help students explore the Indian financial system. There is emphasis on banking, insurance, and key financial services.

Objectives: To enable the student to get exposure to various dynamics of the financial system and be comfortable in understanding its implications on the economic growth.

Credits: 04

Semester VI

L–T–P: 3–1–0

Module No.	Content	Teaching Hours
I	Auditing: <ul style="list-style-type: none"> - Origin, Meaning, Characteristics, Objectives, Advantages & Limitations - Qualification and Qualities of an Auditor - Scope of Auditing - Independence of Auditor - Classification of Audit - ICAI Guidelines Preparation for an Audit <ul style="list-style-type: none"> - Audit Planning, Audit Programme, Audit Notebook, Audit Working Papers, Audit Evidence, Test Checking, Routine Checking Internal Control, Internal Check and Internal Audit	22
II	Functional Aspects of Auditing <ul style="list-style-type: none"> - Vouching: Meaning & Significance, - Vouching of Cash Transactions / Trading Transactions / Impersonal Ledger Verification and Valuation of Assets (Investment / Inventory / Fixed Assets / Current Assets / Fictitious Assets / Contingent Assets) and Liabilities (Specific Liabilities / Contingent Liabilities) Audit Report <ul style="list-style-type: none"> - Layout, Significance, Legal Implications Business Investigation <ul style="list-style-type: none"> - Characteristics, Difference between Audit and Investigation, Need, Guiding Principles of Investigation An Insight into Contemporary Audits <ul style="list-style-type: none"> - Cost Audit, Management Audit, Tax Audit, Social Audit, Environmental Audit 	23

Reference Books/ Text Books / Cases:

- * Kumar, R. & Sharma, V. (2011). Auditing: Principles & Practices. Second Edition. Prentice Hall of India Pvt. Ltd.
- * Basu, S. K. (2009). Fundamentals of Accounting. Pearson Education.

- * Loughran, M. (2010). Auditing for Dummies. Wiley Publishing Inc.
- * Millichamp, A. (2007). Auditing. Eighth Edition. Thomson Learning

FOCUS: This course is focused on skill development under CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand various functional aspects of auditing
- * Learn the main concepts related to auditing
- * Outline the practical implications of auditing concepts in real world
- * Establish a basis upon which they can develop into a financial practitioner

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2, PO3/ PSO4,

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BBAE0305: INVESTMENT MANAGEMENT

Introduction: The course is intended to develop familiarity with the theory and empirical evidence related to investment analysis and portfolio management.

Objectives: To enable the students to gain insights into how to become professional investors or researchers in the field of finance and investment

Credits: 04

Semester VI

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Investment – Nature, Objectives and Process, Investment, Speculation & Gambling, Factors influencing selection of investment, Alternatives for Investment, Capital Market and its classification</p> <p>New Issue Market: Concept, Function, Role, Concept of Underwriting, Methods of Floating New Issue, Pricing of New Issue.</p> <p>Secondary Market: Stock Exchanges in India – BSE & NSE, Functions of Stock Exchange, Trading System – Parties Involved, Mechanism of Price Quotes, Types of Order, Settlement, Concept of Dematerialization, Online Trading.</p>	22
II	<p>Market Indices – SENSEX & NIFTY, Introduction to Future & Options Segment, Concept of Mutual Funds.</p> <p>Fundamental Analysis: Economy Analysis, Industry Analysis, Company Analysis</p>	23

	Technical Analysis: Assumptions, Dow Theory, Support & Resistance Level, Indicators, Charts – Point & Figure Chart, Bar Chart, Chart Patterns, Limitations, Overview of Efficient Market Theory.	
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Reference Books/ Text Books / Cases:

- * Bhalla, V. K. Investment Management. New Delhi: S. Chand & Company Ltd.
- * Bhat, S. Security Analysis and Portfolio Management. New Delhi: Excel Books.
- * Chandra, P. Investment Analysis and Portfolio Management. New Delhi: Tata McGrawHill.
- * Khatri, D. K. Investment Management and Security Analysis. New Delhi: Macmillan Publishers India Ltd.
- * Pandian, P. Security Analysis and Portfolio Management. New Delhi: Vikas Publishing House Pvt. Ltd.
- * Ranganatham, M., & Madhumathi, R. Investment Analysis and Portfolio Management. New Delhi: Pearson

FOCUS: This course is focused on skill development under CO1.

Intended Outcomes: After completion of the course, student will be able to:

- * Comprehend the investment alternatives that exists in the financial markets
- * Understand the market for investment assessment
- * Remember the ways of analysis of secondary markets
- * Recognize fundamental and technical analysis with regard to investment

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	PO2, / PSO1, PSO4
CO3	PO3, PO4/ ,
CO4	PO2, PO3/ PSO4,

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BCME0103: FINANCIAL REPORTING AND ANALYSIS

Introduction: Financial Analysis and reporting is an integral part of overall financial analysis carried out by various business organizations in India and all around the world. It depicts the financial health of any company and helps the companies to augment their financial resources and management of generated funds efficiently. Financial analysis guides the companies about their future course of action and the direction that any particular company should move on..

Objectives: The objective of this course is to prepare students to interpret and analyze financial statements effectively and explore in greater depth the financial reporting topics

Credits: 04

Semester VI

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	GAAP and Indian Accounting Standards: Generally Accepted	22

	Accounting Principles in India, Need for GAAP, Overview of Indian Accounting Standards (Ind-AS), Accounting Standards Board (ASB) and National Financial Reporting Authority (NFRA), International Financial Reporting Standards. Introduction to analysis and Interpretation of financial statements: Types of financial analysis, Advantages and limitations of financial analysis. Stakeholders of financial statements, Income statements, Consolidated financial statements. Overview of various techniques of financial analysis; Comparative financial statements, Trend analysis, Funds flow and Cash flow analysis, Ratio analysis.	
II	Developments in financial reporting and other items of reporting: Sustainability Reporting, Triple Bottom Line Reporting, Corporate Social Responsibility Reporting (CSR Reporting), Integrated Reporting (IR), ESG reporting, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business, Business Responsibility & Sustainability Reporting, Recent SEBI reforms for responsible business conduct.	23

Reference Books/ Text Books / Cases:

- * Gupta, Ambrish, "Financial Accounting for Management - An Analytical Perspective", 4th Edition, Pearson Education.2012 Narayanaswamy, R.
- * Ashish K. Bhattacharyya – “Financial Accounting for Business Managers”, Prentice Hall of India Pvt. Ltd.
- * Financial Statement Analysis,Tata McGraw Hill. 2014 Penman, S.H
- * Financial Statement Analysis and Security Valuation”, 4th Edition, Tata McGraw Hill.
- * Techniques of Financial Analysis: A Guide to Value Creation” ,Tata McGraw Hill. 2014
- * Lal Jawahar. Corporate Financial Reporting: Theory, Practice & Cases. Taxmann Publications Private Limited.

FOCUS: This course is focused on skill development under CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand various accounting standards and principles
- * Realize the relevance of financial reporting of companies
- * Explore various financial information (statements) disclosed in the reporting.
- * Know the recent major trends in reporting practices of organizations.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2,PO3/ PSO4,

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BCME0104: FINANCIAL ANALYTICS

Introduction: This course provides a broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general. This also deals with the risk management instruments used to manage the risk in equity market. It provides the extensive idea about the mutual fund investment and develops general portfolio management tools which are applicable when managing portfolios with any of all asset classes.

Objectives: To impart theoretical and practical knowledge to students about risk and return of individual security and equip them for analyzing the risk of portfolio for wealth maximization

Credits: 04

Semester VI

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Financial Analytics: Meaning, Objectives, Process, Advantages and disadvantages, Implications in Business, Importance.</p> <p>Annuities and Equation of Value: Discounting and Accumulation: discrete and continuous cash flows; level annuities, deferred and increasing/decreasing annuities, equation of value and yield on transaction, probability of cash flows, higher discount, loan schedules; consumer credit: flat rate and APRs.</p> <p>Capital Budgeting Techniques and Compound Interest Problems: Introduction to financial statement, assessing financial performance, net present value, internal rate of return, payback period; projects with different lives; money and time weighted rate of return; fixed interest securities, uncertain income securities.</p>	22
II	<p>Basic Financial Calculations-Introduction: financial securities-zero coupon bond, fixed interest, index linked securities etc.; the time value of money; nominal Vs. real interest, deflationary conditions; accumulating factors, force of interest, compound interest functions.</p> <p>Arbitrage, Forward Contracts, and Term Structure of Interest: Rationale for no arbitrage assumption; forward contracts, calculating the forward price for a security with known dividend yield; hedging, fixed cash income; Discrete time and continuous time rates; continuous time spot rates and forward rates; instantaneous forward rates; theories of time; term structure of interest rates; yield curve; yields to maturity; convexity and immunization; interest rate risk</p>	23

Reference Books/ Text Books / Cases:

- * Financial Calculus, Cambridge University Press. Investment Analysis and Portfolio Management by Prasanna Chandra, Tata McGraw Hill.
- * Karatzas, L. and Shreve S.E., Methods of Mathematical Finance , Springer
- * Watsham, T.J. and Perramore. K. Quantitative Methods in Finance, International Thomson Business Press.
- * Security Analysis and Portfolio Management by Pandian Punithavathy , Himalaya Publishing House Pvt. Ltd.
- * Security Analysis and Portfolio Management by Ranganathan M. and Madhumathi R., Pearson

FOCUS: This course is focused on skill development under CO1.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the objectives, process, advantages and disadvantages of financial analytics.
- * Identify the capital budgeting techniques and compound interest problems.
- * Comprehend models and theories of security analysis and portfolio management.
- * Recognize the risk and return framework used for sound investment decisions.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2,/ PSO4,

BCME0105: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Introduction: This course provides a broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general. This also deals with the risk management instruments used to manage the risk in equity market. It provides the extensive idea about the mutual fund investment and develops general portfolio management tools which are applicable when managing portfolios with any of all asset classes.

Objective: To impart theoretical and practical knowledge to students about risk and return of individual security and equip them for analyzing the risk of portfolio for wealth maximization. To develop competencies for analyzing different investment opportunities and construct an optimal portfolio of investments as per risk profile and investment objectives..

Credits: 04

Semester VI

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Investment and Securities - Meaning of Investment, Investment and Speculation, Investment and Gambling. Investment's objectives, Investment Process, Investment Alternatives</p> <p>Risk Analysis - Risks involved in Investment. Systematic Risk - Market Risk, Interest Rate Risk, Purchasing Power Risk, Unsystematic Risk – Business Risk, Financial Risk. Measurement of Risk. Risk and return relationship, measurement of risk, SD, Variance</p> <p>Primary Market and Secondary Market - Relationship between Primary and Secondary Market. Functions of Primary Market, Parties involved in New Issues - Managers, Registrars, Underwriters, Bankers, Statutory Agencies. Function of Stock Exchanges. Listing of Securities. Over the Counter Exchange of India (OTCEI), Derivatives and its instruments.</p>	22
II	<p>Analysis of Securities - Fundamental Analysis- Economic Analysis, Industry Analysis, Company Analysis, Financial Analysis. Technical Analysis. Tools of Technical Analysis.</p> <p>Portfolio Analysis: Traditional portfolio analysis. Effects of combining securities. Markowitz Theory, Portfolio selection: Risk and investor preferences. Constructing the best portfolio. Sharpe simple portfolio optimization. Significance of 'Beta' in portfolio, traditional portfolio selection.</p> <p>Capital Market Theory: Capital market theory (CAPM). CAPM and the real world. Arbitrage pricing theory (APT), EMH and its implication.</p>	23

Reference Books/ Text Books / Cases:

- * Security Analysis and Portfolio Management by Fisher and Jordan, Prentice Hall India.

- * Investment Analysis and Portfolio Management by Prasanna Chandra, Tata McGraw Hill.
- * Investment Analysis and Portfolio Management by Railley and Brown, Cengage Learning.
- * Investments by Bodie, Kane, Marcus and Mohanty, Tata McGraw Hill.
- * Security Analysis and Portfolio Management by Pandian Punithavathy, Himalaya Publishing House Pvt. Ltd.
- * Security Analysis and Portfolio Management by Ranganathan M. and Madhumathi R., Pearson.

FOCUS: This course is focused on skill development under CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Acquire practical knowledge about risk and return of individual security.
- * Understand models and theories of security analysis and portfolio management.
- * Relate risk and return framework used for sound investment decision.
- * Comprehend the portfolio management.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2,/ PSO4,

BCME0203: COMPENSATION MANAGEMENT

Introduction: This subject is designed to provide the student with a thorough knowledge of various methods and practices of Compensation Management and to familiarize the role of various bodies involved in Compensation Management

Objective: This course will examine the strategic use of compensation systems by management to attract, motivate, retain, and reward employee performance. This course will explore the factors of job analysis, job description, and job evaluation as the basis of compensation strategy offering students an opportunity to develop competencies in making equitable compensation decisions.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Overview of Compensation Management, Wage and Salary Administration – Nature, Importance, Philosophy, Objectives, Definition, Goals Role of various parties – Employees, Employers, Unions & Government and Legislations for compensation, Macroeconomics of Labor market, Wage Boards and Pay Commissions Economic theories of wages; Boothalingam and Sachar Committee – Managerial Remuneration in the Future.</p> <p>Developing Compensation Programs: Job Evaluation, Basic systems Time wage, Piece wage, Wage payments and Total Salary Structure, Compensation Surveys, Hay Plan, Developing Competitive Compensation Programs, Developing Salary Structures, Planning a Job Analysis Program, Measuring Cost- to – Company (CTC).</p> <p>Derivatives of Compensation: Pay for Performance, Merit pay and Performance Appraisal, Performance based rewards,</p>	22
II	<p>Performance Criteria Choices, and Competency Mapping & Developing Performance Matrix, Performance based Compensation Schemes. Converting Remuneration Survey results into a Salary Proposal Fundamentals – Managerial Remuneration: Situation in India.</p> <p>Incentive Plans: individual and group incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non -</p>	23

	<p>Financial and Financial incentives, Introduction to ESOPs, Flexible benefits and Benefit Surveys.</p> <p>Current Trends: Taxation of Benefits, Current Trends in Compensation Management, Quantitative Tools & Innovation in Compensation Management. Equity Compensation Plans – objective of equity compensation, types of Stock Plans, valuing stock grants, SEBI Guidelines, taxability of stock options, Flexi Payment System, Various Types of Allowances.</p>	
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Reference Books/ Text Books / Cases:

- * Garry Dressler, “Personnel / Human Resource Management”, London, Prentice Hall
- * William B. Werther Jr. and Keith Davis “Human Resource Management”. New Jersey: McGraw Hill.
- * Milkovich & Newman, Compensation, Irwin/McGraw-Hill

FOCUS: This course is focused on skill development under CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Understanding the basics of compensation management.
- * Analyzing the various compensation programs and its derivatives.
- * Illustrating about the incentive plans of compensation by management.
- * Evaluating about the current trends in Compensation Management.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, / PSO2,
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2, / PSO4,

BCME0204: NEW VENTURE PLANNING

Introduction: The curriculum aims at giving exposure to students regarding different aspects of setting up a new business. By taking a holistic view of the new venture creation process, the course also offers students the opportunity to synthesis knowledge and skills drawn from a wide range of functional business areas

Objective: After completing the course student should be able to develop an understanding of the process of identifying various sources of new business ideas of products and services. The understanding of this paper will help them to examine, evaluate and approach different sources of finance, the nature of marketing effort required and to develop a comprehensive business plan.

Credits: 04

Semester VI

L-T-P: 4-0-0

Module No.	Content	Teaching Hours(Approx.)
I	<p>Starting New Ventures: Opportunity identification. Source of innovative ideas. Techniques for generating ideas.</p> <p>Entrepreneurial imagination and creativity: The role of creative thinking. Developing your creativity. Impediments to creativity.</p> <p>Methods to Initiate Ventures: Creating New Ventures. Acquiring an established Venture: Advantages of acquiring an ongoing Venture. Franchising: How a Franchise works. Franchise law. Evaluating the franchising opportunities.</p> <p>Legal Challenges in Setting up Business: Intellectual Property</p>	23

	<p>Protection: Patents, Trademarks, and Copyrights. Requirements and Procedure for filing a Patent, Trademark, and Copyright. Legal acts governing businesses in India. Identifying Form of Organisation: Sole Proprietorship, Partnership, Limited Liability Partnership and Company.</p> <p>The Search for Entrepreneurial Capital: The Entrepreneur's Search for Capital. The Venture Capital Market. Criteria for evaluating New-Venture Proposals. Evaluating the Venture Capitalist.</p>	
II	<p>Financing stages: Studying and comparing different sources (e.g. banks, venture capital, angel investors, private equity, crowd-funding, etc.) of finance, Selecting the right source of finance, FinTech, The funding ladder.</p> <p>The Marketing Aspects of New Ventures: Developing a Marketing Plan: Customer Analysis, Sales Analysis and Competition Analysis. Market Research. Sales Forecasting. Evaluation. Pricing Decision.</p> <p>Business Plan Preparation for New Ventures: Business Plan: Concept. Pitfalls to Avoid in Business Plan. Benefits of a Business Plan. Developing a Well-Conceived Business Plan. Elements of a Business Plan: Executive Summary. Business Description. Marketing: Market Niche and Market Share. Research, Design and Development. Operations. Management. Finances. Critical-Risk. Harvest Strategy. Milestone Schedule.</p>	22

Reference Books/ Text Books / Cases:

- * Kuratko, D.F., and T. V. Rao, Entrepreneurship: A South-Asian Perspective, Cengage Learning.
- * Robert, H. M., Manimala, M. Peters, and D. Shepherd, Entrepreneurship, Tata McGraw Hill, India.
- * Barringer, B. R., and R. D. Ireland, Entrepreneurship: Successfully Launching New Ventures, Pearson Education, India
- * Allen, K.R., Launching New Ventures: An Entrepreneurial Approach, Cengage Learning.
- * Ramachandran, K., Entrepreneurship Development, Tata McGraw Hill, India.
- * Roy, Rajeev, Entrepreneurship, Oxford University Press.

FOCUS: This course is focused on entrepreneurship under CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the concept of new start up and extension of existing business.
- * Discuss theories and models of franchising the business.
- * Understand the business plan on the basis of economic, financial and market aspects and learn how to deal with upcoming problems.
- * Discuss the Reasons major corporate start up failures in India & abroad.
- * Discuss latest strategies and innovative solutions to setup new startups.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2,PO3/ PSO4,

BAL00118: CORPORATE GOVERNANCE AND LAWS

Introduction: This subject of Corporate Governance and Law comprises of an overview of corporate governance, emergence of CSR, legal regime governing it and other related aspects

Objective: To enable the students to understand the principles of corporate governance, to make the students aware about the role of CSR in the business to encourage moral practices and sensitivity towards the ethical dimension of business

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Corporate Governance: Definition of Corporate Governance, Need and scope of Corporate Governance, Evolution of Corporate Governance, Role of Corporate Governance, OECD Parameters	22

	<p>and Principles, Developments in India, Developments in Corporate Governance – A Global Perspective, Elements of Good Corporate Governance, Corporate Governance in public sector, banking and non- banking financial institutions.</p> <p>Theories & Models of Corporate Governance-Theory and Practices of Corporate Governance, Shareholders Theory vs. Stakeholders Theory, Stewardship Theory, Property Rights Theory, Popular Models for Governance.</p> <p>Major Corporate Governance Failures in India & Abroad- BCCI (UK), Maxwell Communication (UK), Enron (USA), World.Com (USA), Andersen, Worldwide (USA), Vivendi (France), Satyam Computer Services Ltd, Lehman Brothers, Kingfisher Airlines, PNB Heist and IL&FS Group Crisis.</p>	
II	<p>Regulatory Framework of Corporate Governance in India- Initiatives and reforms- Confederation of Indian Industry (CII Code) (1997), Kumar Mangalam Birla Committee (1999), NR Narayana Murthy Committee (2005) and Uday Kotak Committee (2017), Relevant provisions of Companies Act, 2013, SEBI: Listing Obligations and Disclosure Requirements Regulations (LODR), 2015.</p> <p>Overview of Corporate Social Responsibility (CSR) Meaning, Concept and Relevance of Corporate Social Responsibility; CSR and Corporate Sustainability, Corporate Responsibility of Business towards Employees, Consumers and Community, CSR and Corporate Governance, Environmental Aspect of CSR, Models and benefits of CSR, CSR in India.</p> <p>Legal Regime Governing CSR Corporate Social Responsibility Voluntary Guidelines, 2009, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business, CSR under the Companies Act, 2013, Corporate Citizenship – Beyond the Mandate of Law, Global Principles and Guidelines, Profit maximization vs. social responsibility.</p>	23

Reference Books/ Text Books / Cases:

- * Fernando A.C, Business Ethics – An Indian Perspective.
- * Murthy CSV, Business Ethics and Corporate Governance, HPH
- * Bholanath Dutta, S.K. Podder – Corporation Governance, VBH.
- * Dr. K. Nirmala, Karunakara Reddy, Business Ethics and Corporate Governance, HPH.
- * S Prabhakaran; Business ethics and Corporate Governance
- * C.V. Baxi, Corporate Governance.
- * B O B Tricker, Corporate Governance; Principles, Policies and Practices
- * Michael, Blowfield; Corporate Responsibility
- * Pearson Christine A., Corporate Governance, Oxford University Press
- * Geeta Rani, R K Mishra, Corporate Governance: Theory and Practice, Excel Books.

FOCUS: This course is focused on skill development under CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * *Understand the basics of corporate governance and its importance in today's business world.*
- * *Define the tools of corporate governance Strategy adopted by various organizations.*
- * *Understand the relevance of Corporate Governance principles in financial reporting.*
- * *Understand the concept of corporate social responsibility of business towards different stakeholders*

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, / PSO2,
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2,PO3/ PSO4,

Introduction: The course aims to provide rather, it attempts to give the student a strong, critical grasp on some of the important issues which arise in the area.

Objectives: To enable the students with a solid grounding in labour law so that they have an idea as to how the various laws are implemented in the Indian context for the labor force.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to labour Legislation: Labour Laws- Concept, Origin, Objectives and Classification, Philosophy of Labour Laws, Labour Policy, Emerging Issues and Future Trends.</p> <p>The Factories Act, 1948- Scope definition, approval of licensing and registration of factories, the inspection staff- Powers of Inspectors, certifying surgeons, healthy, safety and welfare provisions, working hours of adults, employment of women and young persons, annual leave with wages, penalties and procedure.</p> <p>Wages and Labour Laws: The payment of Wages act, 1936- Application of the act, rules for the payment of Wages, Deductions from Wages, maintenance of registers and records, Inspectors, Appeal.</p> <p>The Minimum Wages act, 1948- Object, fixation and revision of wages, advisory board and central advisory board, safeguards in payment of minimum wages.</p>	22
II	<p>Labour Welfare and Social Security: An overview of Employee State Insurance Act 1948 for The workmen' compensation Act, 1923- Defences available to employers before passing the act, scope and coverage of the act, rules regarding workmen's compensation, Amount of compensation, Distribution of compensation.</p> <p>Industrial Relations Law: The Trade union act, 1926- Trade unions, registration of trade unions, cancellation of registration and appeal, Rights and privileges of registered Trade union, Amalgamation and Dissolution of trade union, regulations and penalties.</p> <p>The Industrial Dispute act, 1947- Object, what is an Industrial Dispute, Strikes and Lock-out- Prohibition of strikes and lockouts, lockout in public utility services, strike and lockout in industrial establishments, illegal strikes and lockouts, Lay-off, retrenchment. Brief introduction of Conciliation Machinery, Adjudication Machinery and Voluntary reference of Disputes to Arbitration, Employee Provident Fund Act 1952.</p>	23

Reference Books/ Text Books / Cases:

- * Goswami, V. G. Labour and Industrial Law. Allahabad: Central Law Agency.
- * Kapoor, N. D. Elements of Merchantile Law. New Delhi: Sultan Chand & Sons.
- * Saiyed, I. A. Labour Laws. Mumbai: Himalaya Publication House.
- * Srivastava, S. C. Industrial Relations and Labour Law. Noida: Vikas Publishing House
- * Taxmann. Labour Law. New Delhi: Taxmann Publications Limited.

Case Study:

- * MGK union vs Balkrishnan- Saiyed, I. A, Labour Laws, Himalaya Publishing House

FOCUS: This course is focused on skill development under CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Outline the legal framework within which Indian labour law operates.
- * Understand concepts such as industrial relations, employment practice, Labour conditions and social welfare.
- * Discuss the importance of ensuring the health, safety and welfare of the workmen.
- * Describe the Industrial and Labour system of the country.
- * Explain the importance of legal institutions and their application.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2,PO3/ PSO4,

BCME0305 - E-COMMERCE

Introduction: This subject focuses on key issues related to e-commerce including strategy development, competitive advantage and related terms necessary for a firm

Objectives: To enable students gain insights into current and emerging technologies, pricing, distribution channels, promotion, and advertising related to e-commerce.

Credits: 04

Semester V

L-T-P: 4-0-0

Module No.	Content	Teaching Hours
I	<p>Introduction to Electronic Commerce: Concept features, and functions of e-commerce, e-commerce practices v/s traditional practices, scope and limitations of e-commerce, Potential of E-Commerce, Applications of E-Commerce in manufacturing, wholesaling, retail and service sector. Significance of supply chain flows in E-Commerce- flow of information, flow of fund and flow of goods.</p> <p>Business Models of E-commerce and Infrastructure: Types of E-Commerce Systems: B2B, B2C, B2G, B2G and other models of e-commerce; product and service digitization; Remote servicing procurement, and online marketing and advertising E-commerce resources and infrastructure planning. Security infrastructure for financial transaction.</p>	22
II	<p>Electronic Data Interchange: Benefits of EDI, EDI technology, EDI standards, EDI communications, EDI Implementation, EDI Agreements, EDI Security. Electronic Payment Systems</p> <p>Security on Net & Firewall Concept: Meaning, Issues regarding security on internet, The firewall concept, Cryptography, Digital Signatures, Electronic mail security, Security protocols for web-commerce, Laws relating to Online transactions.</p> <p>Electronic Payment Systems: Introduction to payment systems, Types of various payment systems.</p> <p>Social networks, auctions, and portals: Social networks and online communities, Online auctions, E-commerce portals.</p>	23

Reference Books/ Text Books / Cases:

- * Kalakota, Ravi, &Whinston. B. Andrew, Electronic Commerce: A Manager's Guide. Pearson Education: New Delhi.
- * Feinman. M. Todd, & Greenstein. Marilyn, Electronic Commerce: Security, Risk Management & Control. Tata McGraw-Hill Publishing Company Limited: New Delhi.
- * Mann. Walia. Puja, &Nidhi, E-Commerce. MJP Publishers: Chennai
- * Bhasker. Bharat, Electronic Commerce: Framework, Technologies & Applications. Tata McGraw-Hill Publishing Company Limited: New Delhi
- * **FOCUS:** This course is focused on entrepreneurship under CO4.

FOCUS: This course is focused on entrepreneurship under CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts and functions of e-commerce Internationally
- * Make use of Analytical tools to match today's business Environment.
- * Appreciate the need of Ethics and conceptual clarity to improve overall business scenario.
- * Realize the need for domain specific competencies and IT based solutions required for International Market.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO4/ ,
CO4	PO2, PO3/ PSO4,

BCME0306: ECONOMICS AND REGULATIONS OF EXCHANGE MARKETS

Introduction: This subject is designed to familiarize students with international financial transactions and operational aspects of foreign exchange markets.

Objectives: To enable students towards understanding the crux of international financial market and regulations driving the exchange market

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Global Economics- Global Economy - A Historical Perspective, Financial Globalization- Openness of Indian Economy, Indicators of Openness of Indian Economy. Insured Depository Institutions (Banks), Economic Function of Banks.</p> <p>Brief understanding of various major global economic crises.</p> <p>Foreign Exchange Market - Introduction to Indian Foreign Exchange Market. Major Participants in Spot market and Forward market, Exchange Rate Quotation, Determination of exchange rates in spot and forward market,</p>	23
II	<p>Factors influencing exchange rates and Types of Foreign Exchange Rates and Interest rate</p> <p>Regulation of Exchange market- Exchange control, Regulated Market, definition, objectives, types, its working, Arguments for and Against Regulated Markets. Role of RBI in regulating foreign exchange. Foreign Exchange Management Act 1999. Regulator of currency market SEBI. Recent regulatory changes with regard to exchange markets.</p>	22

Reference Books/ Text Books / Cases:

- * International Financial Management by P. G. Apte, TMH Publication,
- * International Finance Management, Eun & Resnick TMH Publication,
- * International Finance Management, 2nd Jeff Madura, Thomson Publication,
- * Multinational Business Finance by David K Eiteman, Arthur I Stonehill, Michael H Moffett, Alok Pandey, Pearson Publication,
- * Multinational Financial Management, by Alan C. Shapiro, Wiley India, 8th Ed. A joint venture by IISc and IITs, funded by MHRD, Govt of India

FOCUS: This course is focused on skill development under CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Analyse the various concepts related to global economics
- * Identifying the functioning of foreign exchange markets
- * Discover how foreign exchange markets are regulated
- * Appraise the concepts of various notions related to Indian economy.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2, PO3/ PSO4,

BCME0307: DEVELOPMENT ECONOMICS

Introduction: This course would give insights into the basics of development economics and to expose students to theories of economic development and approaches to economic development.

Objectives: Make the students aware of the theories and concepts of development economics.

Credits: 04

Semester III

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Economic Growth and Development: Economic Growth, Economic Growth and Development: A Contrast, Sources and limitations of Economic Growth Development and Underdevelopment, Measuring development — GDP and Per-capita Income, PQLI, HDI.</p> <p>Poverty: Definition, measurements and mechanism.</p> <p>Theories of Development & Underdevelopment Classical Theories of Development- Adam Smith, Ricardo and Marx, Schumpeter and Capitalistic Development, Vicious circle of poverty, Big Push, Theory of Critical Minimum Effort, Lewis's Model</p>	22

II	<p>Growth Models Some Basic Concepts and Tools to Study Growth Models ,Harrod-Domar, Solow</p> <p>Economic Planning Meaning and definition, Evolution of planning, Objectives of economic planning - economic, social and political National Institution for Transforming India Aayog (NITI AYOGE)</p> <p>Current characteristics of Indian Economy – Determinants of Economic Development – Economic and non-economic factors.</p> <p>Market and the State The historical perspective– The laissez faire then and globalization-cumliberalization now Market failure and Government failure, the problem of sustainable development</p>	23
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Reference Books/ Text Books / Cases:

- * Sorderston, BO: International Economics, Mac Millan, London
- * Salvatore, D.L: International Economics, Prentice Hall, NJ.
- * Sudama Singh: International Economics,
- * Barla, C.S :AnterrashtriyaVyapar

FOCUS:This course is focused on skill development under CO1

Intended Outcomes: After completion of the course, student will be able to:

- * Develop the basic concepts and nature of development economics.
- * Construct new developments in economic planning.
- * Extend the fundamentals of components of development economics
- * Classify about economic growth and economic development models

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1,
CO3	PO3, / ,
CO4	PO2,PO3/ PSO4,

BCME0308: BEHAVIOURAL ECONOMICS

Introduction:The course aims to explain the principles and methods of behavioral economics while contrasting them with standard economic models. It highlights the importance of cognitive ability, social interaction, moral incentives and emotional responses in explaining human behaviour and economic outcomes.

Objectives: Students should become familiar with the most important contributions to behavioural economics and critically assess the importance of such findings in explanation of economic behaviour and outcomes

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Behavioural Economics Nature of Behavioural economics; Methodological approach; Origins of behavioral economics; Neo-classical and behavioral approaches to studying economics. Foundations of Behavioural Economics Values; Preferences and Choices; the standard model; Axioms, assumptions and definitions; The neuro scientific basis of utility Beliefs; Heuristics and Biases; The standard model; Probability estimation; Self-evaluation bias- Projection bias- Causes of irrationality	23
II	Decision making under risk and uncertainty; Prospect theory; Reference points; Loss Aversion; Shape of utility function; Decision weighting. Mental accounting; Nature and components of mental accounting; Framing and editing; Budgeting and fungibility; Choice bracketing and dynamics Strategic interaction Nature of behavioural game theory; mixed strategies; Bargaining; Social Preferences: Altruism, envy, fairness and justice; Intentions, reciprocity and trust; Limited strategic thinking	22

Reference Books/ Text Books / Cases:

- * Erik Angner, A Course in behavioural Economics, Palgrave Macmillan
- * Nick Wilkinson and Matthias Hales, An Introduction to Behavioural Economics, 2nd Edition, Palgrave Macmillan.
- * Edward Cartwright, Behavioural Economics, Routledge

FOCUS: This course is focused on skill development under CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Interpret the foundations of behavioural economics
- * Deduct the scope and nature of behavioural economics.
- * Determine the relationship between human behavior and economic outcomes
- * Compare the importance of cognitive ability, social interaction, moral incentives and emotional responses

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, / PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	, / ,
CO4	PO2, PO3/ PSO4,

BBAE0405: PRINCIPLES AND PRACTICES OF GENERAL INSURANCE

Introduction: The subject covers the principles and practices related to general insurance as applicable in India within the larger economic system.

Objectives: To enable the students in getting an outlook of general insurance operates on a day-to-day basis and how policies are formed with regard to the same.

Credits: 04

Semester VI

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction:- Meaning and Definition of General Insurance, History of General Insurance, Nature, Scope, Significance and Functions of general Insurance Business, Concept and Principles of Premium Rating, the concept of Risks, Characteristics of Insurable Risk. Contract Design and Underwriting General insurance Policies: Marine Insurance Policy: Meaning, definition, classification, Fire Insurance: Meaning, nature of fire insurance, fire insurance contract, kinds of policies,	22
II	Miscellaneous Insurance: Motor Insurance Meaning, principle, kinds of policy, Personal Accident Insurance: Meaning & Types, Burglary and Fidelity Insurance. Crop and Cattle Insurance. General insurance Business in India:- General Insurance Functional set Up in India. Organizational Structure of General Insurance Companies, The General Insurance Business Market in India in the present Business Environment. General Insurance Corporation of India, Private insurance companies in India.	23

Reference Books/ Text Books / Cases:

- * Lunawat, M. L., Shah, R. S. & Palande, P. S. Insurance in India. New Delhi: Sage Publications.
- * Mishra, M. N. Insurance Principles and Practice. New Delhi: S. Chand & Company.
- * Panda, G. Principles and Practice of Insurance. New Delhi: Kalyani Publishers.
- * Sarma, K. V. S. & Murthy K. S. N. Modern Law of Insurance In India. Mumbai: N.M. Tripathi Pvt. Ltd.

FOCUS: This course is focused on skill development under CO4

Intended Outcomes: After completion of the course, student will be able to:

- * Explain general insurance & its importance in today's business world.
- * Understand the main concepts and principles of general insurance
- * Remember the learning in solving problems associated with general insurance.
- * Classify the various types of general insurance policies

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, / PSO2, PSO3



CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2,PO3/ PSO4,

BBAE0406: BANKING LAWS & ENVIRONMENT

Introduction: This course introduces the prevailing banking laws in India & develops a broad understanding of central banking and monetary issues.

Objectives: To enable students to gain deep knowledge base of regulatory environment by way of RBI Act and Banking Regulation Act.

Credits: 04

Semester VI

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Evolution of Money, Evolution of Indian Banking System Kinds of Banks-Commercial Banks, Co-Operative Banks & Development Banks in India and their Functions; Meaning & Functions of Central Bank, Principle and System of Note issues by Central Bank, Meaning, Objectives & Instruments of Monetary Policy, Recent Trends in Central Banking; Prevention of Money Laundering Act, 2002 (PMLA). Regulatory Environment: Rationale for Bank Regulation, Major Provisions of RBI Act, 1934, Regulation by RBI for - Nature of Banking Business, Licensing, Capital Requirements, KYC, Relationship between Banker and customer; Bank's duty to customers; Banking Ombudsman, NPA, CRR & SLR, Critical evaluation of RBI	22
II	Electronic Banking and IT in Banks: Funds Transfer mechanism: ECS, EFT, RTGS, NEFT; Clearing House operations: MICR, CTS; e- banking services; Cyber Crime & Fraud management. Case studies: ICICI Chandrakochar case, & Yes bank case, CIBIL (Credit Information Bureau of India Ltd. Banking Regulation Act, 1949: Meaning & Major Provisions of Banking Regulation Act, Powers of RBI under Banking Regulation Act, Nationalization of Commercial Banks under Banking Companies (Acquisition of Undertakings) Act, 1970; Securitisation and Reconstruction of Financial Assets and Enforcement of Securities Interest Act, 2002 (SARFAESI Act)	23

Reference Books/ Text Books / Cases:

- * Cranston, R. Principles of Banking Law. New Delhi: Oxford University Press.
- * Khubchandani, B. S. Practice and Law of Banking. New Delhi: Macmilan Indian Limited.
- * Singh, A. Laws of Banking & Negotiable Instruments. New Delhi: Eastern Book Company

- * Tomar, D. Theory of Banking: History, Law and Practice. New Delhi: Vista International Publishing House

FOCUS: This course is focused on skill development under CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Explain evolution of money and central banking system
- * Define the banking regulatory environment in the country
- * Understand the regulatory framework for banks through RBI Act.
- * Describe the major provisions of Banking Regulation Act.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2,PO3/ PSO4,

BBAE0407: MARKETING OF FINANCIAL PRODUCTS AND SERVICES

Introduction: This course introduces the students to an overview of financial system and financial products and services in India and related marketing strategies

Objectives: To enable the students to gain insights into marketing and planning of various financial products and services like banking and non banking.

Credits: 04

Semester VI

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Financial Products & Services: Meaning, Role, nature and characteristics, Scope and Types of Financial Services, fund based and non-fund based financial services, An Overview of various financial product & services in India, a conceptual framework of financial market in India. An introduction of International Financial Services Centres Authority. Marketing Planning: An overview, Marketing Environment: Analyzing financial services marketing environment- macro and micro components;	22
II	Understanding financial services customer, Marketing Mix Strategy. Marketing of Financial Services: Banking products and services, Venture capital financing, Credit Rating Services, Factoring, Forfeiting and Bill discounting, Plastic Money (Debit, Credit & Smart Card), Securitization, Marketing Strategy for Banking Services, Marketing of insurance products- Life and Non Life Products.	23

Reference Books/ Text Books / Cases:

- * Arora, S. Marketing of Financial Services. New Delhi: Deep & Deep Publishing House.

- * Avdhani, V. A. Marketing of Financial Services. Mumbai: Himalaya Publishing House.
- * Apte, G. Services Marketing. New Delhi: Oxford University Press.
- * Bhattacharya, C. & Shanker, R. Service Marketing. New Delhi: Excel Books.
- * Khan, M.Y. Indian Financial System - Theory and Practice. Noida: Vikas Publishing House.

FOCUS: This course is focused on employability under CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand about the various types of financial products and services.
- * Learn about the marketing environment with regard to financial services.
- * Discuss how financial products and services are marketed.
- * Describe the recent developments in marketing of Financial Products & Services.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, / PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2, PO3/ PSO4,

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BBAE0408: MANAGEMENT OF COMMERCIAL BANK

Introduction: This course introduces the students to the commercial banking system in India. It also gives a broad framework of retail banking and emerging trends in this field

Objectives: To enable the students gain insights into the emerging trends in the commercial banking scenario both at national & international levels.

Credits: 04

Semester VI

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Meaning, Functions of Commercial Banks, Services Rendered, General Structure and Methods of Commercial Banks, Mechanism of Credit Creation, Clearing House System, System of Banking – Group Banking & Chain Banking, Unit Banking & Branch Banking, Investment Banking & Mixed Banking, Universal Banking, Merchant Banking & Virtual Banking. Retail Banking:	22

	Introduction, Characteristics, Advantages and Constraints in Retail Banking, Evolution of Retail Banking in India, Present Status and Global Trends in Retail Banking, Distinction Between Retail & Corporate Banking,	
II	Overview of Retail Banking Products – Home Loans, Vehicle Loans, Personal Loans, Educational Loans, Credit & Debit Cards and Remittances, Safe deposit vaults. Emerging Trends: Social Responsibility of Banks Concept, Design & origin of E-Banking, Scope and Type of E-Banking – Internet Banking, Mobile Banking etc., Issue and Challenges in E-Banking, Advantages and Limitations of E-Banking. Internet Banking Functions, Electronic fund management, Security and control systems-cyber crimes & fraud management, E-Banking Demo Exercise	23

Reference Books/ Text Books / Cases:

- * Gopinath, M. N. *Banking Principles & Operations*. Mumbai: Snow White Publications Pvt. Ltd.
- * Saxena, G. S. *Legal Aspects of Banking Operations*, New Delhi: Sultan Chand and Sons.
- * Sethuraman, J. *Retail Banking*. New Delhi: Macmillan Publishers India Ltd.
- * Varshney, P. N. *Banking Law and Practice*. New Delhi: Sultan Chand and Sons.

FOCUS: This course is focused on skill development under CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand about framework and functioning of commercial banks.
- * Discuss deep knowledge of retail banking and its products
- * Explain retail banking and how it is different from corporate banking
- * Understand the various emerging trends in banking at national & international level

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, / PSO2, PSO3
CO2	PO2, PO4/ PSO1,
CO3	PO3, / ,
CO4	PO2, PO3/ PSO4,

BCME0404: CROSS CULTURAL ISSUES IN INTERNATIONAL BUSINESS

Introduction: This course will help students in developing understanding of the concepts of cross cultural management issues and increasing complexity in terms of international business

Objectives: To acquaint the students with the issues pertaining to international business
To enable them to learn the various problems due to diversified culture and ethnicities.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Basics of International Business: Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial implications.</p> <p>Cross cultural nuances of international business: International Management: Concept, Dimensions and Approaches; Business culture and corporate culture; Problems of intercultural communication; Cross -cultural values and business management; Business values ethics and social responsibilities.</p> <p>Cross cultural strategies adopted in international business: Managing international Collaborative Arrangements: Joint Ventures and other forms for strategic alliances: Traditional and emerging reasons for forming strategic alliances: Pitfalls in strategic alliances; Making cross-cultural alliances work.</p>	22
II	<p>International business environment: Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade. 4. International Financial Environment: Foreign investments-Pattern, Structure and.</p> <p>Cross cultural risks in International business: Managing Political Risks: Host country home country and multinational relationships; Political risk assessment and protection techniques for multinational corporations; Organizing for political risk management.</p> <p>International Business Negotiations: Importance of business negotiations; Business negotiation process and skills, Management of business negotiations, Negotiations within groups, Negotiations across cultures.</p>	23

Reference Books/ Text Books / Cases:

- * Hill, Charles W. L., *International Business*, McGraw Hill, New York.
- * Danoes, John D. and Radebaugh, Lee H., *International Business: Environment and Operations*, 8th ed., Addison Wesley, Readings.
- * Cateora, Phillip R. and John L. Graham, *International Marketing*, 10 th ed., Irwin McGraw Hill, Boston.
- * Nagadhi, A.R., *International Management*, Prentice Hall of India Private Ltd.

FOCUS: This course is focused on entrepreneurship under CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Discuss the importance of cross cultural issues recognitions at the corporate level.
- * Understand the various cross cultural strategies adopted at international level.
- * Explain the various dimensions and approaches to cross cultural management.
- * Understand the significance of business negotiation in international business.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / , PSO1
CO4	PO2,PO3/ PSO4,

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BCME0405: INTERNATIONAL ETHICAL AND LEGAL ISSUES

Introduction: This course on international ethical and legal issues would help the students in getting the understanding of the concepts related to ethical and legal framework

Objectives: To acquaint the students with the concepts related to ethics and legal issues
To enhance their skill to effectively manage ethical and legal issues in international perspective.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction and basic concepts of Business ethics: Business ethics Context and history; Ethics and Stakeholders; Business Ethics and individual decision making; Ethics Personal and Organizational ethics in International Business; Advertising and ethical Issues; Ethical Issues confronting International Business; Ethics, organization and Corporate social responsibility; Community Trade agreements and Globalization; Upholding Ethics and Integrity in International Business International Business Law: Meaning, scope, sources of International business law; Legal Environment of International Business, International law and Organizations; resolution of International Disputes;	22
II	GATT law and WTO dispute settlement, dumping and anti dumping measures, laws governing access to foreign markets - Technical barriers to trade, import licensing procedures, government procurement, trade in services, trade in agriculture. Technology import contract – Technology Policy and environment – Selection and transfer issues – Law for protection of Intellectual Property Rights, Patents, Trademarks, etc. Law of Product Liability – Laws relating to customs practices and procedures – Settlement of International Trade Disputes – Carriage of goods by sea, air, and over road. International sales – sales contracts, conventions on contracts, remedies for breach of contracts, cultural influences on contracts, documentary sales and terms of trade, shipping terms and the risk of loss, carriage of goods, liabilities of carriers	23

Reference Books/ Text Books / Cases:

- * Cheeseman, Henry R, *Business Law: the Legal, Ethical, and International Environment*, Prentice Hall, 2nd Edn.
- * Bohlman, *The Legal, Ethical & International Environment of Business – Industrial Laws & Legislation*.
- * Nan S. Ellis, *StudyGuide with Critical Legal Thinking Cases: Business Law: The Legal, Ethical, and International Environment*, Allyn & Bacon 3rd Edn.
- * Palle Krishna Rao, 'WTO text and cases' Excel Books
- * Vinod V Sople, 'Managing Intellectual Property' PHI Learning Private Limited

- * Herbert M Bohlman & Mary Jane Dundas, *The Legal, Ethical, and International Environment of Business*, 4th Edition, South – Western College Publishing

FOCUS: This course is focused on employability under CO1, CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts of business ethics at international level.
- * Comprehending the international business law.
- * Escalate the usage of technology in ethics and law.
- * Developing aptitude to gauge a business firm's practices on ethical grounds.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2, PO3/ PSO4, PSO1

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BBAE0203: INTERNATIONAL MARKETING

Introduction: This course would help the students in getting the understanding of the international marketing concepts and strategies used for promotion and wealth maximization.

Objectives: To familiarize the students with the concept and issues of international marketing
To enable them to analyze the international marketing strategies for a business firm.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Introduction to International Business- an overview; International marketing management process, Difference between domestic marketing and International marketing, Definition & concept. International marketing information system.</p> <p>International Marketing Environment: Influence of physical, economic, socio - cultural, political and legal environments on international marketing decisions; International Market Segmentation, Selection and Positioning; International market entry strategies – Exporting, licensing, contract manufacturing, joint venture, setting -up of wholly owned subsidiaries abroad.</p> <p>International Product Planning and Pricing decisions: Major Product decisions-product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.</p>	23
II	<p>Pricing decisions for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing; Counter trade as a pricing tool-types and problems of counter trading.</p>	22

	<p>International Distribution Decisions: Distribution channel- from traditional to modern Channel structures, Intermediaries for international markets-their roles and functions;; Factors affecting choice of channels; International distribution logistics-Issues and Planning.</p> <p>International Promotion Strategies: Communications across countries-complexities and issues; Sales promotions in international markets, International public relations, International Advertising decisions, Personal selling and sales management; Developing international promotion campaign.</p> <p>Emerging trends in International Marketing: International Marketing through Internet; Ecological concerns and international marketing ethics.</p>	
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Reference Books/ Text Books / Cases:

- * Keegan, Warran J. and Mark C. Green, Global Marketing, Pearson.
- * Cateora, Phillip R.; Grahm, John L. and Prashant Salwan, International Marketing, Tata McGraw Hill.
- * Czinkota, Michael R. and Illka A. Ronkainen, International Marketing, Cengage Learning.
- * Terpstra, Vern; Foley, James and Ravi Sarathy, International Marketing, Naper Press.33
- * Jain, Subash C., International Marketing, South-Western.

FOCUS: This course is focused on employability under CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand various aspects related to international marketing
- * Learn international marketing strategies adopted by the companies.
- * Outline international distribution decisions for full coverage of the segment
- * Understand importance of market and product mix at international level

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, PO3/ PSO2,
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / PSO3,
CO4	PO2,/ PSO4,

BCME0406: EMERGING ASPECTS OF FOREIGN TRADE POLICY

Introduction: *The subject aims to enable the students towards developing an overall view of international trade and elements of trade environment*

Objectives: *To familiarize the students towards operations of different agencies in India, as involved in export promotion.*

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to foreign Trade: meaning, features and Advantages of International Trade - Present major trading partners: USA, EU, Japan, China, Saudi Arabia. Features of these markets. Future of trade: Direction and Commodities - Problems of India's Export sector. Recent Trends , issues and opportunities or scope of foreign trade, Institutional support for Export Promotion: Ministry of Commerce & Industry - Board of Trade -	22

	Commodity Boards and Export	
II	Foreign Trade Policy: History of Various FTPs in India, Major provisions and Evaluation of the current FTP - Foreign Investment Policy, Concept of Quality and its importance in Foreign Trade- Pre-shipment inspection, Role of FIPB - Financial and non-financial incentives to promote Export trade – Recognition of Export Firms - 100% EOUs: Benefits. Promotion Councils: Objectives and functions – Financial Service Agencies: ECGC, EXIM Bank, RBI and Commercial banks.	23

Reference Books/ Text Books / Cases:

- * P.K. Khurana, Export Management, 2nd Edition, Galgotia Publishing Company, New Delhi
- * Francis Cherunilam, International Business, Himalaya Publishing House, Mumbai
- * Badi N V, International Business, 2nd Edition, Vrinda Publications, New Delhi.
- * T A S Balagopal, Export Management, 17th Ed., Himalaya Publishing House, Mumbai

FOCUS: This course is focused on entrepreneurship under CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * To examine the underlying concepts as related to foreign trade.
- * Understand various issues related to Indian export sector
- * Evaluate to get idea about the various institutional supports for export promotion
- * Remembering what comprises successful foreign trade policy.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)	
Cos	Pos and PSOs
CO1	PO1, / PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / ,
CO4	PO2, / PSO4,



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COURSE STRUCTURE

(UNDER CBCS)

OF

BACHELOR OF ARTS (HONS.) ECONOMICS

[B. A. {H} ECONOMICS]

I, II & III YEAR

(SESSION 2020-21)



First Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BCMC0002	Micro Economics	CORE	3	1	0	4	5
2	BAEC0001	Indian Economic Policy	CORE	3	1	0	4	5
3	BAEC0002	Fundamentals of Indian Economy-I	CORE	3	1	0	4	5
4	BBHC0001	Essentials of Management	CORE	4	0	0	4	4
5	BAEC0800	Competitive Aptitude - I	SEC	0	0	4	2	4
6	BAEC0801	Practical on Economic Aspects - I	SEC	0	0	4	2	4
		Total					20	27

Second Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BCMC0006	Macro Economics	CORE	3	1	0	4	5
2	BMAS0251	Commercial Statistics	CORE	3	1	0	4	5
3	BAEC0003	Fundamentals of Indian Economy-II	CORE	3	1	0	4	5
4	BBA01102	Human Values & Professional Ethics	GE	4	0	0	4	4
	BELO0011	Remedial English						
5	BAEC0802	Competitive Aptitude - II	SEC	0	0	4	2	4
6	BAEC0803	Practical on Economic Aspects - II	SEC	0	0	4	2	4
		Total					20	27

Third Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BAEC0004	Banking and Financial Aspects of Economics	CORE	4	0	0	4	4
2	BCME0303	Industrial Economics	CORE	4	0	0	4	4
3	BCME0307	Development Economics	CORE	4	0	0	4	4
4	BALO0103	Patent and Copyright Law	GE	4	0	0	4	4
	BALO0101	Legal and Regulatory Framework of Business						
5	BBAO0103	Commercial Aspects of Information Technology	GE	4	0	0	4	4
	BBAO0104	Essentials of E-Commerce						
6	BCHS0102	Environmental Studies	AECC	2	0	0	2	2
7	BAEC0804	Competitive Aptitude - III	SEC	0	0	4	2	4
8	BAEC0805	Practical on Economic Aspects - III	SEC	0	0	4	2	4
		Total					26	30

Fourth Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BAEC0005	Business Analytics	CORE	4	0	0	4	4
2	BAEC0006	International Economics	CORE	4	0	0	4	4
3	BCME0308	Behavioural Economics	CORE	4	0	0	4	4
4	BBAC0010	Business Research	CORE	4	0	0	4	4
5	BALO1108	Consumer Protection Laws	GE	4	0	0	4	4
	BALO0106	Company Laws						
6	BAEC0009	Understanding Human & Interpersonal Behaviour	AECC	2	0	0	2	2
7	BAEC0806	Competitive Aptitude - IV	SEC	0	0	4	2	4
8	BAEC0807	Practical on Economic Aspects - IV	SEC	0	0	4	2	4
		Total					26	30

Fifth Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BAEC0007	Corporate Governance	CORE	4	0	0	4	4
2		Specialization Elective 1 (Group A)	DSE	4	0	0	4	4
3		Specialization Elective 2 (Group A)	DSE	4	0	0	4	4
4		Specialization Elective 1 (Group B)	DSE	4	0	0	4	4
5		Specialization Elective 2 (Group B)	DSE	4	0	0	4	4
6	BAEC0808	Competitive Aptitude - V	SEC	0	0	4	2	4
7	BAEC0809	Practical on Economic Aspects - V	SEC	0	0	4	2	4
8	BAEJ0961	Summer Training Project & Presentation	DIS/PROJ	0	0	0	3	-
		Total					27	28

Sixth Semester

S. No.	Code	Subject	Cat	L	T	P	C	Contacts Hrs/Wk
1	BAEC1008	Econometrics	CORE	4	0	0	4	4
2		Specialization Elective 3 (Group A)	DSE	4	0	0	4	4
3		Specialization Elective 4 (Group A)	DSE	4	0	0	4	4
4		Specialization Elective 3 (Group B)	DSE	4	0	0	4	4
5		Specialization Elective 4 (Group B)	DSE	4	0	0	4	4
6	BAEC0810	Competitive Aptitude - VI	SEC	0	0	4	2	4
	BAEC0811	Practical on Economic Aspects - VI	SEC	0	0	4	2	4
7	BAEJ0962	Comprehensive Viva	DIS/PROJ	0	0	0	3	-
		Total					27	28



ELECTIVES - Fifth Semester

S. No.	Code	Subject	Cat	L	T	P	C
GROUP 1: INTERNATIONAL ECONOMICS							
1	BAEE0101	Foreign Trade & Policies	DSE	4	0	0	4
2	BBAE0203	International Marketing	DSE	4	0	0	4
3	BCME0402	International Logistics	DSE	4	0	0	4
4	BCME0403	International Treaties and Conventions	DSE	4	0	0	4
GROUP 2: BANKING & FINANCE							
5	BBAE1302	Management of Financial Institutions & Services	DSE	3	1	0	4
6	BAEE0201	Taxation Laws & Practices	DSE	4	0	0	4
7	BCME0105	Security Analysis and Portfolio Management	DSE	3	1	0	4
8	BAEE0202	Modern Banking Practices	DSE	4	0	0	4
GROUP 3: DEVELOPMENT ECONOMICS							
9	BAEE0301	Sustainable Development	DSE	4	0	0	4
10	BAEE0302	Rural Development	DSE	4	0	0	4
11	BAEE0303	Welfare Economics	DSE	4	0	0	4
12	BAEE0304	Health Economics	DSE	4	0	0	4
GROUP 4: INDUSTRIAL ECONOMICS							
13	BAEE0401	Industrial Finance	DSE	4	0	0	4
14	BAEE0402	Experimental Methods of Economics	DSE	4	0	0	4
15	BAEE0403	Game Theory	DSE	4	0	0	4
16	BAEE0404	Psychological Economics	DSE	4	0	0	4
GROUP 5: BEHAVIOURAL ECONOMICS							
17	BAEE0501	Production Planning & Behaviour	DSE	4	0	0	4
18	BAEE0502	Resource Economics & Management	DSE	4	0	0	4
19	BAEE0503	Operations Research	DSE	4	0	0	4
20	BAEE0504	Industrial Behavioural Economics	DSE	4	0	0	4
GROUP 6: BUSINESS ADMINISTRATION AND LAW							
21	BCME0201	Entrepreneurship and Small Business Management	DSE	4	0	0	4
22	BBAE0106	International Human Resource Management	DSE	4	0	0	4
23	BCME0202	Principles of Business Management	DSE	4	0	0	4
24	BBAE0102	Industrial Relations	DSE	4	0	0	4

ELECTIVES - Sixth Semester

S. No.	Code	Subject	Cat	L	T	P	C
GROUP 1: INTERNATIONAL ECONOMICS							
1	BBAE0301	International Financial Management	DSE	4	0	0	4
2	BAEE0102	Mergers & Acquisitions in Economy	DSE	4	0	0	4
3	BAEE0103	Economic Aspects of Export & Import	DSE	4	0	0	4
4	BFBE0201	International Business Environment	DSE	4	0	0	4
GROUP 2: BANKING & FINANCE							
5	BBAE0408	Management of Commercial Banks	DSE	4	0	0	4
6	BCME0102	Microfinance	DSE	3	1	0	4
7	BAEE1203	Capital Budgeting	DSE	4	0	0	4
8	BBAE0304	Working Capital Management	DSE	3	1	0	4
GROUP 3: DEVELOPMENT ECONOMICS							
9	BAEE0305	Urbanization & Development	DSE	4	0	0	4
10	BAEE0306	Economic Growth Models	DSE	4	0	0	4
11	BAEE0307	Environmental Economics	DSE	4	0	0	4
12	BAEE0308	Economic System and Society	DSE	4	0	0	4
GROUP 4: INDUSTRIAL ECONOMICS							
13	BAEE0405	Supply Chain and Logistics	DSE	4	0	0	4
14	BAEE0406	Industrial Organization	DSE	4	0	0	4
15	BAEE0407	Industrial Development	DSE	4	0	0	4
16	BAEE0408	Multinational Enterprises and Industrial Policies	DSE	4	0	0	4
GROUP 5: BEHAVIOURAL ECONOMICS							
17	BAEE0505	Professional Aspects of Behavioural Economics	DSE	4	0	0	4
18	BAEE0506	Financial aspects of Consumer Behaviour	DSE	4	0	0	4
19	BAEE0507	Actuarial Economics	DSE	4	0	0	4
20	BAEE0508	Labour Economics	DSE	4	0	0	4
GROUP 6: BUSINESS ADMINISTRATION AND LAW							
21	BCME0203	Compensation Management	DSE	4	0	0	4
22	BCME0204	New Venture Planning	DSE	4	0	0	4
23	BALO0118	Corporate Governance and Laws	DSE	4	0	0	4
24	BBAE0108	Labour Laws	DSE	4	0	0	4



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DETAILED SYLLABUS

(UNDER CBCS)

BACHELOR OF ARTS (HONS.) ECONOMICS

[B. A. {H} ECONOMICS]

BCMC0002: MICRO ECONOMICS

Introduction: The course places primary emphasis on the nature and functions of product markets, and includes the study of factor markets and the role of government in the economy.

Objective: To give students a thorough understanding of the principles of economics and decisions of individuals--both consumers and producers--within the larger economic system.

Credits: 04

Semester I

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Definition & Scope of Economics, Types of Economic Analysis, Kind of economic decisions, Concept of scarcity and opportunity cost, Production Possibility curve</p> <p>Consumer Theory</p> <p>Utility Approach: Law of diminishing marginal utility & Law of Equi-marginal utility. Indifference Curve Approach: Properties and consumer Equilibrium</p> <p>Demand and Supply: Determinants of Demand, movement vs. shift in demand curve, Determinants of Supply, movement along a Supply curve vs. shift in supply curve, Law of demand & Supply, Elasticity of demand & Supply</p> <p>Production Theory: Introduction, Types of Input, Production Function, Production function with one variable and Production function with two variables, Isoquents & Production Equilibrium</p>	22
II	<p>Cost Concept: Introduction, Kinds of Cost, Cost in Short Run and Cost in Long Run</p> <p>Economies and diseconomies of Scale: Internal Economies And External Economies</p> <p>Market Structure and Factor Pricing</p> <p>Perfect Competition: Features, Determinants of Price and Output in Short-run and Long-run, Monopoly: Features, Determinants of Price and Output in Short-run and Long-run, Concept of Price Discrimination</p> <p>Monopolistic Competition: Features, Determinants of Price and Output in Short-run and Long-run, Oligopoly: Features, Determination of Price and Output, Price Rigidity.</p> <p>Factor pricing : Wages, Interest and various theories, Economic rent and various theories , Profit and Interest, Functional distribution of Income.</p>	23

Reference Books/ Text Books / Cases:

- * Das, P. S. Micro Economics for Business. New Delhi: Sage Publications India.
- * Dwivedi, D. N. Managerial Economics. Noida: Vikas Publishing House.
- * Geetika, Ghosh, P. & Chodhury, P. R. Managerial Economics. New Delhi: Tata McGraw Hill.
- * Pindyck, S. R. & Rubinfeld, L. D. Micro Economics. New Delhi: Pearson Education.

Focus: This course focuses on the entrepreneurship under the CO1, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Analyze the various market structures and factor pricing theory
- * Define the Economic theories and its concepts
- * Develop the understanding of Microeconomics instruments



* *Acquire the necessary skills to analyze certain economic aspects.*

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2, PO3/ PSO4

BAEC0001: INDIAN ECONOMIC POLICY

Introduction: This course is designed to make students familiar with the various economic policies that are having great impact over the business in the Indian context.

Objective: To enable the students to gain insights into various concepts and policies of economics which characterize economic environment which characterizes any business.

Credits: 04

Semester I

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Framework of Indian Economy: Characteristics of developing countries with special reference to India. National Income: Trends and Structure of National Income, Demographic Features and Indicators of Economic Growth and Development Rural-Urban Migration and issues related to Urbanization, Poverty debate and Inequality, Nature, Policy and Implications, Central and State Government's policies, policy implications, Employment trends in Organized and Unorganized Sector.</p> <p>The Economic Policy and Industrial Sector: The experience of growth, development and structural changes in different phases of growth and policy regimes across sectors and regions. Saving and investment, Central state financial relation.</p>	22
II	<p>Development Strategies in India: Agricultural- Pricing, Marketing and Financing of Primary Sector, Economic Reforms- Rationale of Economic Reforms, Liberalization, Privatization and Globalization of the Economy, Changing structure of India's Foreign Trade, Role of Public Sector- Redefining the role of Public Sector, Government Policy towards Public Sector, problems associated with Privatization, issues regarding Deregulation-Disinvestment and future of Economic Reforms</p> <p>The Economic Policy and Infrastructure Development: Energy and Transport, Social Infrastructure- Education, Health and Gender related issues, Social Inclusion, Issues and policies in Financing Infrastructure Development, Indian Financial System- issues of Financial Inclusion, Financial Sector Reforms-review of Monetary Policy of R.B.I. Capital Market in India.</p>	23

Reference Books/ Text Books / Cases:

- * Brahmananda, P.R. and V.A. Panchmukhi. 'Development Experience in Indian Economy, Inter-state Perspective,' Bookwell, New Delhi
- * Gupta, S.P. 'Planning and Development in India: A Critique,' Allied Publishers Private Limited, New Delhi.
- * Datt, Ruddar and Sundaram, K.P.M. [Latest edition] , 'Indian Economy,' S. Chand and Co, New Delhi.

Focus: This course focuses on the skill development under the CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Relate various economic policy & their impact on business
- * Interpret the fundamentals of economic policies
- * Extend the insight of various economic policies



* *Illustrate the economic policy related to population growth*

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO7, PO2/ PSO4
CO2	PO2, PO4/ PSO1, PSO2
CO3	PO1, PO5/ PSO3
CO4	PO2,PO3/ PSO4

BAEC0002: FUNDAMENTALS OF INDIAN ECONOMY - I

Introduction: This course reviews major trends in economic indicators and policy debates in India in the post-Independence period, with particular emphasis on paradigm shifts and turning points.

Objective: To provide understanding of an economy and its various constituents as well as it will also enhance economic oriented knowledge of students.

Credits: 04

Semester I

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Indian Economy: Basic characteristics and features of Indian economy. Economic Planning in India: Features, Objectives and Assessment of Indian Planning Economic Development since Independence: Major features of the economy at independence; growth and development under different policy regimes—goals, constraints, institutions and policy framework; an assessment of performance—sustainability and regional contrasts; structural change, savings and Investment.	23
II	Evaluation of Agricultural Price Policy; Commercialization of Agriculture; Agrarian Crisis and Policy Response; Terms of Trade between Agriculture and Industry; Price Responsiveness of Indian Agriculture; Food Policy – Components, Measures and Effectiveness; Public Distribution System – Evolution and Effectiveness Making of Industrial Policy in India – Continuity and Change, FERA to FEMA, Delicensing, Disinvestment, MRTP to Competition Act; SMEs – Growth, Structure, Policy, Performance, Dualism and Labour Absorption. EXIM Policy; Policy on Foreign Capital.	22

Reference Books/ Text Books / Cases:

- * Brahmananda, P.R. and Panchmukhi : The Development Process of Indian Economy, V.R. (eds.) Himalaya Publishing House, Bombay.
- * Lucas ,E.B., and Papanek, G.F.: The Indian Economy- Recent Developments and (eds.) Future Prospects, Oxford University Press, New Delhi
- * Jalan, Bimal: The Indian Economy – Problem and Prospects, Viking, New Delhi
- * Byres, T J (Ed.): The Indian Economy: Major Debate Since Independence, Oxford University Press, New Delhi
- * Economic Survey: Government of India. Various Issues
- * Economic and Political Weekly: Various Issues

Focus: This course focuses on the entrepreneurship under the CO1, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Demonstrate the basic fabric of Indian economy
- * Summarize economic development post-independence
- * Classify how pricing work in agriculture
- * Estimate about the functioning of industrial policy in India

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)



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Course Curriculum

[Bachelor of Arts (Hons.) Economics {B.A. (H) Economics}]

Cos	Pos and PSOs
CO1	PO3, PO2/ PSO2
CO2	PO2, PO4/ PSO2, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2, PO3/ PSO4

BBHC0001: ESSENTIALS OF MANAGEMENT

Introduction: This course would give insights into the basics of management which any student needs to have while studying a course in management.

Objective: Make the students aware of the essentials of management thereby enabling them to understand the basic theories and concepts of management.

Credits: 04

Semester I

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Nature of Management: Meaning, Definition, nature & purpose, importance & Functions, Management as Art, Science & Profession, Management as social System Concepts of Management-Administration-Organization.</p> <p>Development of Evolution of Management Thought: Contribution of F.W. Taylor, Henri Fayol, Elton Mayo, Chester Barhard & Peter Drucker to the management thought. Japanese vs. American Management, Modern Thoughts of Management</p> <p>Management Process and Skills: Management Functions, Management Skills, Levels of Management, SWOT Analysis</p> <p>Planning: Concept, Nature, Importance, Steps in Planning, Types of Plan, Barriers to Effective Planning, levels –advantages & limitations, MBO.</p> <p>Decision Making: Concept, Process of rational Decision Making, Techniques of Decision Making</p>	23
II	<p>Fundamentals of Organising: Concept, Departmentation, Matrix Organisation Structure</p> <p>Authority: Delegation of Authority, Centralization and Decentralization</p> <p>Staffing: Meaning & Importance, Factors affecting Staffing</p> <p>Fundamentals of Directing: Concept, Nature, Importance, Principles</p> <p>Communication: Types & Importance</p> <p>Leadership: Meaning, Styles, Qualities & Function of leader</p> <p>Fundamentals of Controlling: Need, Nature, importance, Process & Techniques, Essentials of Effective Control System, Causes of Resistance to Control</p> <p>Coordination: Need – Importance</p>	22

Reference Books/ Text Books / Cases:

- * Gupta, C. B. Management concept & practices. New Delhi: Sultan Chand & Sons.
- * Koontz, H. & Weibrich, I. Essential of management. Singapore: McGraw-Hills International.
- * Stoner, Freeman, Gilbert Jr. "Management" Prentice Hall.
- * Robins "Fundamentals of Management" Pearson Education Asia.
- * Prasad, L. M. Principles and practice of management. New Delhi: Chand & Sons.
- * Tripathi, P. C. & Reddy P. N. Principles of management. New Delhi: Tata McGraw Hill.

Focus: This course focuses on the skill development under the CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Discuss the basic concepts and principles of management.



- * *Understand about new developments in management.*
- * *Explain the fundamentals of components of POSDCORB.*
- * *Discuss the various aspects of communication, leadership and controlling function of management*

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO1, PSO3
CO2	PO7, PO4/ PSO2, PSO4
CO3	PO3, PO5/ PSO2
CO4	PO6,PO3/ PSO4

BAEC0800: COMPETITIVE APTITUDE - I

Introduction: This course has been designed keeping in mind the requirements of those students who intend to pursue higher education in management and excel in other fields.

Objective: To help the students understand about the various competitive exams of management and how to prepare for the same and provide them understanding on techniques.

Credits: 02

Semester I

L-T-P :0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p><u>Quantitative Aptitude:</u> Speed Mathematics: Short and effective techniques for basic calculation, Vedic math tricks. Average: Concept of average, weighted average, deviation method, other ways of finding average, application of average in other topics. <u>Reasoning Ability:</u> Direction sense: Cardinal directions , inter cardinal directions, compass based problems , shadow based problems <u>Quantitative Aptitude:</u> Ratios: Defining Ratios, Properties of Ratios, Uses of Ratios Proportion: Defining Proportions, Continued Proportions, Uses of Proportions.</p>	22
II	<p>Variation: Defining Variation and it's types (Indirect and Direct Variations), Uses of Variations. <u>Reasoning Ability:</u> Blood Relation: General approach, family tree method, relation puzzles, coded relation. <u>Quantitative Aptitude:</u> Mixture and Alligation: Alligation method, weighted avg. method, mixtures and replacement Simple Equation: Problem on ages, problems on distributions, one and two variable based questions. <u>Reasoning Ability:</u> Calendar: Leap year and ordinary year "odd days" concept, repetition of calendar, Finding the weekday of a date when a reference date is given</p>	23

Reference Books/ Text Books / Cases:

- * How to prepare for Quantitative aptitude test for CAT, by Arun Sharma, Fifth edition, T.M.H publication
- * How to prepare for Logical Reasoning test for CAT, by Arun Sharma, Fourth/Fifth edition, T.M.H publication
- * How to Crack Test of Reasoning: In All Competitive Exam, by Jaikishan and Premkishan, Arihant publication
- * How to prepare for Verbal & Non-Verbal Reasoning by Disha Publication
- * Quantitative aptitude by R.S Aggarwal for Bank P.O/I.B.P.S P.O/A.A.O / Railways , S. Chand publication

Focus: This course is employable under the CO1, CO2 and CO3.

Intended Outcome: After completion of the course, student will be able to:

- * *Convert their ability to simplify calculations.*
- * *Predict in solving problems which come in competitions.*
- * *Develop Reasoning Ability solve problems*
- * *Able to understand mathematical calculations*

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO7, PO2/ PSO2, PSO3
CO2	PO6, PO4/ PSO7, PSO4
CO3	PO3, PO5/ PSO5, PSO6
CO4	PO2, PO3/ PSO4, PSO1

BAEC0801: PRACTICAL ON ECONOMIC ASPECTS - I

Introduction: The course intends to acquaint the students with the practical concepts and techniques of economic problems and related real world scenarios.

Objective: To make the students understand the various concepts, processes and importance of practical aspects of economics and their usage in professional set-ups.

Credits: 02

Semester I

L-T-P: 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Applications: Applications of Concepts of economics: Concept of elasticity; Elasticity of demand; Average and Marginal functions; Interrelationships among total, marginal and average cost and revenues. Demand forecasting techniques. Optimization problems relating to revenue, cost, profit, utility and production; Consumer's surplus and producer's surplus</p> <p>Practical Aspects of Economic Policy</p> <p>Tax Reforms viz. GST and Problem of Black Money; Impact of Demonetization; Digitization of Payments, Foreign Trade: Size, Composition and Direction, Recent Trends in India's Foreign Trade; New Foreign</p> <p>Practical Aspects of Economic Policy</p> <p>Tax Reforms viz. GST and Problem of Black Money; Impact of Demonetization; Digitization of Payments, Foreign Trade: Size, Composition and Direction, Recent Trends in India's Foreign Trade; New Foreign</p>	22
II	<p>Practical Aspects of Foreign Trade Policy of India</p> <p>Foreign Trade: Size, Composition and Direction, Recent Trends in India's Foreign Trade. FDI & Portfolio Investment, International Resource Movement & Role of Multinational Corporations</p> <p>Practical problems of National Income.</p> <p>Circular Flow of income-components and Measurements of National Income. Relationship between per capita national income & Economic Welfare, Net Economic Welfare.</p> <p>Practical problems of BOP</p> <p>Exchange rate and foreign exchange market. Balance of payment and Balance of Trade</p>	23

Reference Books/ Text Books / Cases:

- * Dutta and Sundram – Indian Economy, S.Chand & Company, New Delhi.
- * Mishra and Puri – Himalaya Publication, New Delhi.
- * Tyage and Bhall – Agricultural Development in India.
- * A.N. Agarwal - Indian Economy.
- * Latest Economic Survey, Ministry of Finance, Govt. of India.

Focus: This course focuses on the skill development under the CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Discuss the concepts and application of economics.
- * Understand the updated tax policy
- * Understand factors affecting national income
- * Estimate practical problems of national income and BOP

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO6, PO2/ PSO1, PSO2
CO2	PO7, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO3/ PSO4

BCMC0006: MACRO ECONOMICS

Introduction: The purpose of Macroeconomics is to give students a thorough understanding of the principles of economics that apply to the economic system as a whole.

Objective: To enable the students with regard to gaining insights into the various concepts related to macro economics and how they impact businesses and organizations

Credits: 04

Semester II

L-T-P: 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Macro Economics – Meaning and Definition, Characteristics and Scope, Macro Economic Variables Measure of Economic Performance: Circular flow of economic activities and Income: Two Sector Economy, Four Sector Economy National Income: Concept, GDP, GNP, NDP, NNP, Per Capita Income, Personal Disposable Income, Measurement of National Income, Uses of National Income Data, Difficulties in the measurement of National Income Money Supply and Inflation: Demand and Supply for Money, Concept of Money Supply, Value of Money Inflation: Introduction, Causes of Inflation, Inflation and Employment, Control of Inflation.	22
III	Aggregate Price Level: Consumer Price Index, Wholesale Price Index, GDP Deflator Level of Investment, Unemployment, Balance of payments Business Cycle: Introduction, Features of Business Cycles, Phase of business cycles, Causes and Effects of Business cycle, Controlling Business Cycles: Fiscal Policy, Monetary Policy and Exchange rate Policy Macroeconomic Aggregates: Aggregate demand, Aggregate Supply, Aggregate Output, Aggregate Consumption, IS-LM model- The interaction of Real and Monetary sectors of the economy.	23

Reference Books/ Text Books / Cases:

- * Froyen, T. R. Macro Economics. New Delhi: Pearson Education
- * Agarwal, V. Macro Economic. New Delhi: Pearson Education
- * Diwedi, D. N. Macro Economics. New Delhi: Tata McGraw Hill
- * Geetika, Ghosh, P., & Chodhury, P. R. Managerial economics. New Delhi: Tata McGraw Hill.

Focus: This course focuses on the skill development under the CO1, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Comprehend the level of national income leading to economic growth,
- * Establish interrelationship among supply of money, inflation and price levels
- * Understand the various measures of economic performance
- * Interpret business cycle and macroeconomic indicator



Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO6, PO2/PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO1, PO5/ PSO2
CO4	PO2,PO3/ PSO3

Introduction: The course will enable the students in terms of understanding the statistical aspects related to commercial landscape thereby enhancing their skills in this regard.

Objective: To make the students understand the concept of statistics, index numbers and mathematics of finance.

Credits: 04

Semester II

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Data Collection & Representation: Meaning, Importance, Scope and Limitations of statistics, Types of data, Frequency distribution, Diagrammatic and Graphical representation. Mathematics of Finance: Percentage, Ratio and Proportion, Simple & Compound interest, Annuity & its types.	15
II	Statistical Average: Requisite of a good average, Measures of Central tendency & Dispersion, Merits and Demerits. Moments: Computation of moments, Skewness & Kurtosis by the method of moments.	15
III	Correlation & Regression: Introduction, Correlation between two variables, Karl Pearson's method, Rank correlation, Lines of regression, Simple applications. Index Number: Introduction, Types, Constructions of index number, Methods, Tests, Cost of living index number.	15

Reference Books/ Text Books / Cases:

- * G.C. Beri, Business Statistics, TMH, New Delhi.
- * S. C. Gupta and V. K. Kapoor, Fundamentals of Mathematical Statistics, Sultan Chand & Sons, Delhi.
- * P. Gupta, Comprehensive Business Statistics, Laxmi Publications, Delhi.
- * R. I. Levin and D. Rubin, Statistics for Management, PHI, New Delhi.
- * J. K. Sharma, Business Statistics, Pearson Education, Delhi.

Focus: This course focuses on the entrepreneurship under the CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Describe the basic concepts of commercial statistics
- * Interpret and solve real-life business problem using the concepts of statistics
- * Identify and solve problems of measures of central tendency & dispersion, regression, correlation etc
- * Discuss how index numbers are used in various situations

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO6/ PSO2, PSO3
CO2	PO2, PO2/ PSO1
CO3	PO3, PO5/ PSO2
CO4	PO1, PO3/ PSO4



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Course Curriculum

[Bachelor of Arts (Hons.) Economics {B.A. (H) Economics}]

BAEC0003: FUNDAMENTALS OF INDIAN ECONOMY - II



Introduction: This course examines sector-specific policies and their impact in shaping trends in key economic indicators in India as well as major policy debates.

Objective: To enable students towards understanding macroeconomic policies as well as how any industry works and the role of money in the same

Credits: 04

Semester II

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Macroeconomic Policies and Their Impact Trade and investment policy; financial and monetary policies; labor regulation. New Economic Policy with special reference to Tax Reforms viz. GST and Problem of Black Money; Impact of Demonetization; Digitization of Payments, Foreign Trade: Size, Composition and Direction, Recent Trends in India's Foreign Trade; New Foreign Trade Policy of India. Industry: Role, Strategy and Challenges, SMEs. Public and Private Sector Industries, Industrial Finance Role of Financial Institutions and Commercial Banks, Recent industrial Policy.	22
II	Mergers & takeovers – Financial and non-financial theories explaining the rationale behind mergers and takeovers; Coordination with other policies; Joint Ventures: their performance and sustainability Basic Issues in Indian Agriculture Role of Agriculture in Indian Economy, Nature of India's Agriculture 231 Cropping Pattern in India Agricultural Finance and Marketing in India Need for Agricultural Finance, Sources of Agricultural Finance and their Relative Importance, Commercial Banks and Rural Credit, 298 Regional Rural Banks, Financial Inclusion 304 Agricultural Marketing in India, Government Measures to Improve the System of Agricultural Marketing, New Farm Bill	23

Reference Books/ Text Books / Cases:

- * Dutta and Sundram – Indian Economy, S. Chand & Company, New Delhi
- * Mishra and Puri – Himalaya Publication, New Delhi
- * Tyage and Bhall – Agricultural Development in India
- * A.N. Agarwal - Indian Economy
- * Latest Economic Survey, Ministry of Finance, Govt. of India

Focus: This course focuses on the entrepreneurship under the CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Explain the various macroeconomic policies
- * Define about the various reforms and changes in the economy
- * Show how any industry functions in an economy
- * Outline the role played by money in macroeconomic perspective

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
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CO1	PO1, PO7/ PSO1, PSO3
CO2	PO6, PO4/ PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO3/ PSO4

BBA01102: HUMAN VALUES AND PROFESSIONAL ETHICS

Introduction: *This course is intended to help students to distinguish between values and skills to ensure sustained happiness and prosperity which are the core aspirations of human beings*

Objective: It would enable students to understand harmony at all the levels of human living and live accordingly thereby helping them to connect with inner selves.

Credits: 04

Semester II

L-T-P: 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Human Values & Value Education -Meaning & Importance of value education, Definition of Human values; Need, Basic Guidelines, Content & Process of value education Self Exploration- Content and Process 'Natural Acceptance' and Experiential Validation- as the mechanism for self exploration, Understanding the Harmony: Understanding the Human Being as a Co-existence of self 'I' and 'Body', Harmony in the-Self (I)- Understanding Myself, Harmony with the Body-Understanding Sanyama and Svasthya,	22
II	Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals, Visualizing a universal harmonious order in society Undivided Society (Akhand Samaj), Universal Order (Sarvabhaum Vyawastha)- from family to world family. Harmony and Professional Ethics: Meaning and scope of professional ethics, Theories of ethics: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Ensuring Competence & Issues in Professional Ethics, Typical Case Studies-Holistic Technologies & Systems.	23

Reference Books/ Text Books / Cases:

- * Tripathi, A. N. *Human values*, New Delhi: New Age International (P) Limited, Publishers
- * Gaur, R.R., Sangal R., Bagaria G.P, *A Foundation Course in Human Values and Professional Ethics*, New Delhi: Excel Books Private Limited

Text Books:

- * Gogate, S. B., *Human Values and Professional Ethics*, New Delhi: Vikas Publishing
- * HouseGovindarajan M., *Professional Ethics & Human Values*, New Delhi: Publisher: Phi Learning
- * Ghosh, B. *Ethics in Management and Indian Ethos*, Noida: Vikas Publishing House Pvt. Ltd.

Focus: This course focuses on the skill development under the CO1, CO2 and CO3

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the concept of values and harmony in human life.
- * Discuss the importance of value education in society at large.
- * Understand the concept of Self and Body, Intention and Competence of an individual.
- * Discuss the concept of professional ethics and Holistic systems and its application

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO7, PO2/ PSO2, PSO1



CO2	PO2, PO4/ PSO4
CO3	PO3, PO6/ PSO3
CO4	PO1,PO3/ PSO4

BELO0011: REMEDIAL ENGLISH

Introduction: *The course will include intensive reading, writing, and some listening practices thereby helping the students in improving their English.*

Objective: *The course will include intensive reading, writing, and listening practices. Special emphasis will be given on finding out the most frequent mistakes committed by students. The effort*



is to enable them to overcome these mistakes. In writing section, the focus will be on making correct sentences, guided writing, guessing word meaning in context. In reading and listening sections, the focus will be on understanding long sentences, studying the complex sentence structures and understanding main idea. The objective of the course is to help students attain a basic proficiency in reading and writing skills.

Credits: 04

Semester: II

L-T-P: 4-0-0

Module No.	Content	Teaching Hours
I	STRUCTURE A.1. Tense and Voice: Introducing the tenses; Use of tenses in different situations; Usage of forms of verbs in tenses; Introduction of Voice; Active and Passive Voice in tenses; Voice Change. A.2. Reading Comprehension i. Analyzing a Text: Introducing the story 'Monkey's Paw' by W. W. Jacobs; Showing the video of the story 'Monkey's Paw'; Reading of the story 'Monkey's Paw' by W.W. Jacobs; Analysis of the form of the text: sentence structures & vocabulary; Analysis of the content of the text: interactive session. ii. Analyzing Unseen Passages: Reading a specimen text; Contextualizing the text; Vocabulary and sentence structure	15
II	B.1 Parts of Speech: Noun: countable and uncountable; Pronoun: Personal Pronoun; Adjective; Adverb; Preposition B.2. Reading Comprehension i. Analyzing a Text Introducing the story 'The Last Leaf' by O. Henry; Showing the video of the story 'The Last Leaf'; Reading of the story 'The Last Leaf' by O. Henry; Analysis of the form of the text: sentence structures & vocab; Analysis of the content of the text: interactive session. ii. Analyzing Unseen Passages (a) Reading a specimen text (b) Contextualising the text (c) Vocabulary and sentence structure	15
III	C.1. Narration: Introducing direct and indirect speech; Transformation: direct and indirect, different types of sentences; Situation of 'No change' in speech. C.2. Reading Comprehension: i. Reading an Essay: Reading of the essay 'On Saying Please' by A. G. Gardiner; Textual Analysis of the essay; Discussion with the students: interactive session; Sample question and answers. ii. Analyzing Unseen Passages: Reading a specimen text; Contextualising the text; Vocabulary and sentence structure C. 3.THEME BASED WRITING <u>Adjectives for People, Adverbs of Time, Animals, Bank, Baseball, Body, Buildings and Places, Car Parts, City, Classroom, Clothes, The Basic Colors (American Spellings) (gray), The Basic Colours (British Spellings) (grey), Cooking, Desserts, Dinner Table, Family Members, Fruit, Geography, House, Restaurant, Tools, Transportation, Vegetables, Weather</u>	15

Text Books:

- * Murphy, Raymond, *Intermediate English Grammar*. Cambridge University Press.
- * Robert J. Dixon. *Complete Course in English*. A new revised edition

References:

- * Hornby, A.S., *Advanced Learners' Dictionary of Current English*, OUP



- * Greenberg, Rondinone & Wiener. The Advancing Writer Book I, Harper Collins, College Publishers.
- * Liz and Soars. Headway Pre-Intermediate. OUP
- * Sharma, SD. A textbook of professional Communication Skills & ESP for Engineers and Professionals, Sarup & Sons, Delhi

Focus: This course focuses on the entrepreneurship under the CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Interpret a text and answer the questions based on it clearly.
- * Express their ideas in writing according to time and tense.
- * Extend their vocabulary in terms of contextual and situational conversation.
- * Expand their listening skills through the video of the text

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2, PO3/ PSO4

BAEC0802: COMPETITIVE APTITUDE - II

Introduction: This course has been designed keeping in mind the requirements of those students who intend to pursue higher education in management and other fields

Objective: To help students develop the skill of simplifying their calculations and visualizing 3D images and help them to recognize pattern in form of numbers & alphabets.



Credits: 02

Semester II

L-T-P :0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p><u>Quantitative Aptitude:</u> Percentage: Meaning, Short cut approach, converting “%” to fractions, Comparing fractions, Successive change method. Profit, loss: Basic approach, Percentage based method, effective Discounts, offers. Simple Interest and Compound Interest: Defining Simple interest and Compound interest, calculating interest using Ratios, Installment Calculation under Simple Interest, Installment Calculation under Compound Interest.</p> <p><u>Reasoning Ability:</u> Clocks: Finding angle between minute hand and hour hand, Situations when both of them coincide and other related problem.</p>	22
II	<p><u>Quantitative Aptitude:</u> Numbers: Types of numbers, numbers basic properties, Identify the rationality of numbers, base system, L.C.M and HCF, Finding Factors of number, Number of even and odd factors, Sum of all factors, Sum of even factors and Sum of odd factors, Finding Number of factors which are perfect Square and perfect Cube.</p> <p><u>Reasoning Ability:</u> Series: Number series, Alphabet series, Letter series Analogy: Simple analogy, analogous pair, Number analogy, alphabet analogy, detect analogies. Nonverbal(Pictorial): pattern recognition, finding missing picture, Odd one out.</p>	23

Reference Books/ Text Books / Cases:

- * How to prepare for Quantitative aptitude test for CAT, by Arun Sharma, Fifth edition, T.M.H publication
- * How to prepare for Logical Reasoning test for CAT, by Arun Sharma, Fourth/Fifth edition, T.M.H publication
- * How to Crack Test of Reasoning: In All Competitive Exam, by Jaikishan and Premkishan, Arihant publication
- * How to prepare for Verbal & Non-Verbal Reasoning by Disha Publication
- * Quantitative aptitude by R.S Aggarwal for Bank P.O/I.B.P.S P.O/A.A.O / Railways , S. Chand publication
- * Quantitative Aptitude for Competitive Examination by AbhijitGuha

Focus: This course focuses on the skill development under the CO1, CO2, CO3 and CO4.

Intended Outcome: After completion of the course, student will be able to:

- * Demonstrate how to Increase the ability to calculate interest with ease
- * Examine how agile they have become in solving problems in routine scenarios
- * Develop Reasoning ability
- * Increase ability to calculate percentage

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2
CO2	PO5, PO4/ PSO1, PSO4
CO3	PO2, PO5/ PSO4
CO4	PO7,PO3/ PSO4

BAEC0803: PRACTICAL ON ECONOMIC ASPECTS - II

Introduction: *The course intends to further the learning which students gained in the previous semester thereby acquainting them with various related concepts as consumer behavior*

Objective: *To enable students comprehend the significance of data as well as theory of consumer behavior and monetary and fiscal policies*

Credits: 02

Semester II

L-T-P: 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	Collection and tabulation of data -Primary and Secondary data, census and Sampling Methods, Representation of data: diagrammatic and graphic. The presentation of Data: Questionnaire and schedule. The Concept of Averages, frequency distribution Mean, Mode and Median. Theory of Consumer Behaviour: Utility Function and Measurement; Cardinal Utility Theory – Assumptions; Total and Marginal Utility; Law of Diminishing Marginal Utility; Consumer's Equilibrium;	22
II	Ordinal Utility Theory – Indifference Curve Analysis: Assumptions, Properties and Slope; Indifference Map Monetary and Fiscal Policy Inflation Targeting The Design of Monetary Policy The Government Budget Constraint: The Arithmetic of Deficits and Debt, Current versus Future Taxes, the Evolution of Debt-to-GDP Ratio Issues in Fiscal Policy	23

Reference Books/ Text Books / Cases:

- * H.L. Ahuja – Advance Economic Theory, S. chand publication, New Delhi.
- * H.R. Varian – Intermediate Micro Economic – East West Press, New Delhi.
- * H. L. Ahuja – Macro Economics – S. chand Publication, New Delhi.
- * Rana and Verma – Vishal Publication, Jhalandhar, Panjab (Hindi & English)

Focus: This course is employable under the CO1, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand how to tabulate data
- * Define the basic understanding of consumer behavior
- * Describe fundamentals of monetary policy
- * Develop understanding about fiscal policy

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO3/ PSO4

BAEC0004: BANKING AND FINANCIAL ASPECTS OF ECONOMICS

Introduction: *This course would give insights into the banking and financial aspects of economics and its relation and impact on economies while studying a course in this course.*

Objectives: *To enlighten the students with the Introduction of Banking Aspect and dynamics of Financial Markets and its impact on economic system.*

Credits: 04

Semester III

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
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I	<p>Banking: Introduction to Banking system, Types of banks in India , Role of banks in the economy and the importance of trust ,Overview of banking functions Intermediary, Payment mechanism and financial services ,different types of products and services offered by banks, Modern trends and challenges in banking system.</p> <p>Bank Deposits: Types of Deposits, Features, Benefits, Variants of Savings, Current, Fixed and recurring deposit.</p> <p>Bank Loans and Advances: Types of Loans- Retail lending, Secured & Unsecured Loan, Rights, Duties & Responsibilities of bankers and Customer Relationship.</p>	22
II	<p>Reserve Bank of India; repo & reverse repo rates, bank rates.</p> <p>Personal & Business Banking: Concept, interest on savings, FD, Loans and overdrafts, Understanding the basic accounting in banking transactions.</p> <p>Financial Markets: Structure, Institution & Operating Mechanism. Role of Financial Markets in Economic Development, Developed and Underdeveloped Markets,</p> <p>Money Market in India: Importance, Features and instruments, Measures to strengthen money market in India, Recommendations of the working group on money market, Report of the task force on money market and mutual funds.</p> <p>Capital Markets in India: Issues in capital market and stock exchange, Importance of stock exchanges: NSE, BSE.</p>	23

Reference Books/ Text Books / Cases:

- * Baye M. and Jansen D. "Money, Banking and Financial Markets", Houghton Mifflin Co. Brown C., Mallet D., Taylor M. "Banks", London.
- * Cance D.: "Introduction to Options and Futures", Dryden Press, Florida.
- * Ernst & Young: "International Bank accounting", Vol. 1,2,3rd ed.
- * Hempel G. and Simonson D.: "Bank Management", John Wiley & Sons, Inc. New York.
- * Papadeas, P. Banking activities and derivatives in accordance with the banking sector chart of accounts, 4th ed. Athens.

Focus: This course focuses on the entrepreneurship under the CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Identify the basic concepts and nature of B & F
- * Define the various factors of economy having a key impact on share market
- * Describe new developments in banking and capital markets.
- * Memorise the inter-relation of policies of RBI & its impact on Indian economy

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO6, PO7/ PSO4
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO5, PO1/ PSO2
CO4	PO2, PO3/ PSO4

BCME0303: INDUSTRIAL ECONOMICS

Introduction: *This course envisages expanding the knowledge of students in modern economics and certain applied aspects of theoretical analysis. This course provides an introduction into the fundamental concepts, nature and scope of industrial economics, followed by market analysis.*

Objectives: *The objective of this paper is to impart knowledge to the students on the basic issues such as productivity, efficiency, capacity utilization and debates involved in industrial development; and to give thorough knowledge about the economics of industry.*

Credits: 04

Semester III

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Nature and scope of industrial economics – Introduction to concepts: plant, firm, business house, industrial sector and industrial structure- Determinants of Firm Structure. Theory of Firm: Organizational structure of a firm –Objectives of firms – Theories of growth of firms –Sales and growth maximization hypothesis- Determinants of size and profitability Cost and Investment Decisions:- Types of costs: U-shaped and L-shaped – Cost curves –Depreciation – Price fixation – Administered prices	22
II	Investment Decision: Methods of evaluating investment expenditure –Social Cost Benefit Analysis – Balancing private and social returns – Assessment of financial soundness –Sources of Finance- Ratio analysis-Sensitivity Analysis-Inflation accounting Capital Structure: Optimum Capital Structure. Industrial Organization: Concepts and determinants of market structure, market conduct and market performance – Interrelationships among structure, conduct and performance – Factors affecting location and theories of location Weber, August Losch, Sargant Florence – Development of Backward Regions - Government Policy and approach for the development of backward regions - Recent Programs for Development of Backward Regions.	23

Reference Books/ Text Books / Cases:

- * Industrial Economics: Indian Perspective,(Revised Edition) by F. Cherunilam, Himalaya Publishing House, Mumbai
- * Industrial Economy in India(Revised Edition) by B.Desai, Himalaya Publishing House, Mumbai)
- * Industrial and Labour Economics by Dr.Mukund Mahajan and S D Geet,1 st Edition NiraliParkashan.
- * Industrial Economy of India (Revised Edition) by S.C. Kuchhal, Chaitanya Publishing House, Allahabad.

Focus: This course focuses on the skill development under the CO1, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Interpret about theoretical concepts and issues related to firms
- * Demonstrate about cost and investment decisions
- * Estimate about the concept and determinants of market structure and theories of location
- * Explain industrial development in India and they would be able to identify the problems and capable to decide the application for future development

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2
CO2	PO3, PO4/ PSO3, PSO4
CO3	PO6, PO5/ PSO3
CO4	PO2,PO3/ PSO4

BCME0307: DEVELOPMENT ECONOMICS

Introduction: *This course would give insights into the basics of development economics and to expose students to theories of economic development and approaches to economic development.*

Objectives: *Make the students aware of the theories and concepts of development economics.*

Credits: 04

Semester III

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Economic Growth and Development: Economic Growth, Economic Growth and Development: A	22

	<p>Contrast, Sources and limitations of Economic Growth Development and Underdevelopment, Measuring development — GDP and Per-capita Income, PQLI, HDI.</p> <p>Poverty: Definition, measurements and mechanism.</p> <p>Theories of Development & Underdevelopment</p> <p>Classical Theories of Development- Adam Smith, Ricardo and Marx, Schumpeter and Capitalistic Development, Vicious circle of poverty, Big Push, Theory of Critical Minimum Effort, Lewis's Model</p>	
II	<p>Growth Models</p> <p>Some Basic Concepts and Tools to Study Growth Models , Harrod-Domar, Solow</p> <p>Economic Planning</p> <p>Meaning and definition, Evolution of planning, Objectives of economic planning - economic, social and political</p> <p>National Institution for Transforming India Aayog (NITI AYOGE)</p> <p>Current characteristics of Indian Economy – Determinants of Economic Development – Economic and non-economic factors.</p> <p>Market and the State</p> <p>The historical perspective– The laissez faire then and globalization-cumliberalization now</p> <p>Market failure and Government failure, the problem of sustainable development</p>	23

Reference Books/ Text Books / Cases:

- * Sorderston, BO: International Economics, Mac Millan, London
- * Salvatore, D.L: International Economics, Prentice Hall, NJ.
- * Sudama Singh: International Economics,
- * Barla, C.S :AnterrashtriyaVyapar

Focus: This course focuses on the entrepreneurship under the CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Develop the basic concepts and nature of development economics.
- * Construct new developments in economic planning.
- * Extend the fundamentals of components of development economics
- * Classify about economic growth and economic development models

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO2
CO4	PO2, PO3/ PSO4

BALO0103: PATENT AND COPYRIGHT LAW

Introduction: *This course on patent and copyright law would help the students in getting an outlook of Intellectual property laws and its importance*

Objective: *To enable the students in terms of understanding the various concepts related to Patents and copyrights and general Intellectual property rights aspects.*

Credits: 04

Semester III

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
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I	<p>Introduction: Intellectual property: Meaning, Nature and significance, Historical and philosophical background of patents and other intellectual property, Various forms of intellectual properties: copyright, patent, trademark, design, geographical indication, semiconductor and plant variety, Major international instruments relating to the protection of intellectual properties: the Paris Convention, 1883, the Berne Convention, 1886, the WIPO Convention, 1967, the TRIPs Agreement, 1994 etc.</p> <p>The Copyright Act, 1957 : Copyright: Meaning, scope, Subject matter of copyright: original literary, dramatic, musical, artistic works; cinematograph films and sound recordings, Ownership of copyright</p>	22
II	<p>Assignment and license of copyright, Infringement and exceptions of infringement of copyright and remedies against infringement of copyright: civil, criminal and administrative, An overview of the Copyright Amendment Act 2012</p> <p>The Patent Act, 1970 : Meaning, Criteria for patentability and non-patentable inventions, Procedure for registration and term of protection Grants of patent, rights of patentee and revocation of patent, Compulsory licence and government use of patent, Infringement, exceptions to infringement of patent and remedies, Patent office and Appellate Board., An overview of The Patent (Amendment) Act, 2005</p>	23

Reference Books/ Text Books / Cases:

- * W.R.Cornish and D. Llewelyn, Intellectual Property: Patents, Copyrights, Trade Marks and Allied Rights, Sweet & Maxwell.
- * Lionel Bently and Brad Sherman, Intellectual Property Law, Oxford University Press
- * P. Narayanan, Intellectual Property Law, Eastern Law House
- * B.L. Wadehra, Law Relating to Intellectual Property, Universal Law Publishing Co.
- * V.K. Ahuja, Law Relating to Intellectual Property Rights, LexisNexis

Focus: This course focuses on the skill development under the CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand that without patent and copyright protection in the start-up phase, there would have been many copiers and the company and the individual in the long run cannot survive.
- * Recognise the way of filing patent and copyright laws
- * Understand the basic concepts of Intellectual property laws
- * Learn modern strategies of the companies related to copyrights and patents

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO7, PO2/ PSO2, PSO3
CO2	PO6, PO1/ PSO1
CO3	PO3, PO4/ PSO2
CO4	PO2, PO3/ PSO4

BAL00101: LEGAL AND REGULATORY FRAMEWORK OF BUSINESS

Introduction: *This course in Legal and Regulatory Framework of Business deals with the acts which have been formed and implemented from time to time thus ensuring the smooth functioning of businesses in the Indian commercial scene.*

Objectives: *To enable the students to grasp the details as to how things function with regard to the various contracts and acts which are essential for running a business.*

Credits: 04

Semester III

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
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I	Indian Contract Act, 1872: Introduction, Nature & Classification of Contracts, Offer and Acceptance, Capacity of Contract, Free Consent, Consideration, Agreements Declared Void, Contingent contracts, Quasi Contracts, Discharge of Contracts, Breach of Contract, Remedies for Breach of Contract. Special Contracts – Indemnity, Bailment and Pledge. Highlights of Indian Partnership Act 1932 and LLP Act, 2008, A brief introduction of Patent law, copyright law and Trademark Law in India.	23
II	The Sale of Goods Act – 1930: Introduction, Formation of the Contract of Sale, Goods and their Classification, Conditions and Warranties, Transfer of Title by Non-Owners, Unpaid Seller and His Rights, Sale by Auction. Negotiable Instrument Act –1881: Nature and Characteristics of Negotiable instruments, Kinds of Negotiable Instruments- Promissory Notes, Bills of Exchange and Cheques, Crossing of Cheques, Clearing Cycle of Cheques, Bouncing of Cheques & procedure for bouncing of cheques.	22

Reference Books/ Text Books / Cases:

- * Bulchandani, K.R., Business Law for Management. Mumbai: Himalaya Publishing House.
- * Gulshan, S. S., & Kapoor, G. K. Business Law. New Delhi: New Age International Pvt. Ltd.
- * Kuchhal, M. C. Business Law. Noida: Vikas Publishing House Pvt. Ltd.
- * Mathur, Satish, Business Law.
- * Tulsian, P. C. *Business Law*. New Delhi: Tata McGraw Hill Pvt. Ltd

Focus: This course is employable under the CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts, provisions and nature of laws which helps the management students in doing business.
- * Explore the functionality of different business organizations and their registration process.
- * Design a business plan under the roof of legal protection
- * Examine the various benefits given by the different Acts in ease of doing business

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO7, PO1/ PSO2, PSO3
CO2	PO2, PO4/ PSO1
CO3	PO3, PO5/PSO4
CO4	PO2,PO3/ PSO4

BBA00103: COMMERCIAL ASPECTS OF INFORMATION TECHNOLOGY

Introduction: *This course in information technology has been designed keeping in mind the significance which this concept plays in the overall scheme of things in a firm.*

Objectives: *To enable students understand the fundamentals of Information Technology and provide insights into dominant IT Applications and emerging technologies.*

Credits: 04

Semester III

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Data and Information	23

	<p>Data - Definition, Types of Data, Data Representation, Number system (Decimal & Binary), Coding Schemes (ASCII and UNICODE). Information: Definition, Difference between Data & information, Prerequisites, Information Technology: Definition and components Need for Information Technology and its advantages. Role of Information Technology: Business, Education, Manufacturing, Public Sector, Media, Defense Services and Publication. Types of information systems found in organizations: data processing systems, knowledge work systems, and management information systems. Internal and external information with respect to the organization. Definition of Strategic, Tactical and Operation Information Systems. Management challenges - Security and ethical challenges: Ethical responsibility of a business – computer crime – privacy issues – health issues – Security management of IT – tools of security management – internetworked security defenses – security measures – Information Technology Act 2000 in India.</p>	
II	<p>Enterprise and global management of IT: Managing the IS function – failures in IT management – the international dimension in IT management – Cultural, political and geo economic challenges Global business/IT strategies and Applications – global IT platforms Management Information Systems: Role of management information systems and how they help managers take decisions, Characteristics of a MIS and factors effecting the success or failure of a MIS. Definition of data warehousing, Executive Information systems and the purpose of drill-down techniques Business Intelligence Software: OLAP (Online Analytical Processing), Data mining, Artificial Neural Networks. Advanced concepts in information system: Enterprise Resource Planning: Introduction, modules of ERP like Human Resources, Finance, Accounting, Production & Logistics, and E-Business.</p>	22

Reference Books/ Text Books / Cases:

- * Brien, J. O., & Marakas, G. *Management Information Systems - Managing Information Technology in the Business Enterprise*. New Delhi: Tata McGraw-Hill
- * Laudon, K., & Laudon, J. *Essentials of MIS*. New Delhi: Pearson Education
- * Murdick, R. G., Ross, J. E., & Clagget, J. R. *Information Systems for Modern Management*. New Delhi: Prentice-Hall India
- * Parker, C., & Case, T. *Management Information System - Strategy & Action*. New Delhi: Tata McGraw Hill
- * Paolo Bellavista and Antonio Corradi, "Handbook of Mobile Middleware", Auerbach Publication
- * Reza B'Far, "Mobile Computing Principles", Cambridge University Press
- * Frank Adelstein, S.K.S. Gupta, Golden G. Richard III and Loren Schwiebert, "Fundamentals of Mobile and Pervasive Computing", McGraw-Hill Professional



- * DejanMilojicic, Frederick Douglass, Richard Wheeler, "Mobility: Processes, Computers, and Agents", Pearson Education

Focus: This course focuses on the skill development under the CO1 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the idea of management information systems
- * Remember the relevance of having systems development as a part of the subject
- * Understand how information technology plays a role in an organization
- * Match the challenges which one faces while dealing with management information system

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO7, PO2/ PSO2, PSO3
CO2	PO6, PO1/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO3/ PSO4

BBA00104: ESSENTIALS OF E-COMMERCE

Introduction: This course attempts to equip the students to compete in the present world with electronic commerce including strategy development and competitive advantage.

Objectives: To enable students gain insights into current and emerging technologies, pricing, distribution channels, promotion, and advertising related to e-commerce.

Credits: 04

Semester III

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to E-Commerce: Definition of E-Business, Origin of E-Business, History of the Internet, E-Business Opportunities for	22

	Businesses, Working of E-Business, E-Business Vs the Traditional Business Mechanism, Advantages of E-Business, Disadvantages of E-Business, Main Goals of E-Business, Application of E-Commerce in manufacturing, Wholesaling, retail and service sector. Business Models of E-commerce and Infrastructure: Types of E-Commerce Systems: B2B, B2C, B2G and other models of e-commerce; product and service digitization; Remote servicing procurement, and online marketing and advertising E-commerce resources and Infrastructure planning, Agents in Electronic Commerce	
II	Emerging Business Models: Retail model; Media model; advisory model, Made-to-order manufacturing model; Do-it-yourself model; Information service model; Emerging hybrid models; Emerging models in India Security on Net & Firewall Concept: Meaning, Issues regarding security on internet, The firewall concept, Cryptography, Digital Signatures, Electronic mail security, Security protocols for web-Commerce, Laws relating to Online transactions Electronic Payment Systems: Introduction to payment systems, Types of various payment systems. Online Banking: Meaning, Concepts, Importance, Electronic Fund Transfer, Automated Clearing House	23

Reference Books/ Text Books / Cases:

- * Kalakota, Ravi, &Whinston. B. Andrew, Electronic Commerce: A Manager's Guide. Pearson Education: New Delhi
- * Feinman. M. Todd, & Greenstein. Marilyn, Electronic Commerce: Security, Risk Management & Control. Tata McGraw-Hill Publishing Company Limited: New Delhi
- * Mann. Walia. Puja, & Nidhi, E-Commerce. MJP Publishers: Chennai
- * Bhasker. Bharat, Electronic Commerce: Framework, Technologies & Applications. Tata McGraw-Hill Publishing Company Limited: New Delhi

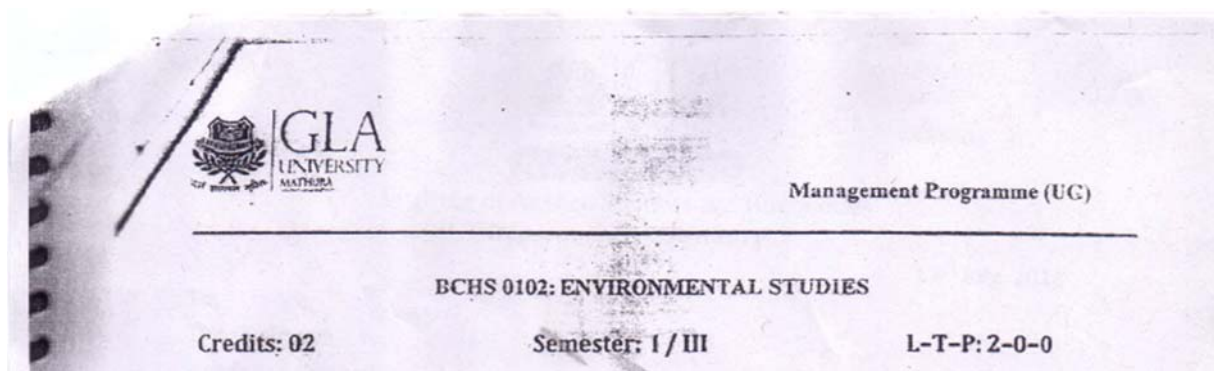
Focus: This course focuses on the skill development under the CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic foundations and operations of E-commerce
- * Identify business-oriented concepts in context to the digital market
- * Analyze the impact of E-commerce on business models and strategies
- * Recognise the key security measures and their ramifications in the E-commerce business

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO3/ PSO4





To be added in place of old syllabus of Environmental Studies-

Module No.	Content	Teaching Hours (Approx.)
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I	<p>Introduction & Concept of Ecosystem Environment: Definition, Scope, Importance, Natural Resources Ecosystem: Concept, Structure & Function, Producers, Consumers & Decomposers: Energy Flow in the Ecosystem, Ecological Succession, Food Chains, Food Webs and Ecological Pyramids. Types of Ecosystem & Environmental Pollution: Introduction, Types, Characteristics, Features, Structures and Functions of- Forest Ecosystem, Grassland Ecosystem, Desert Ecosystem & Aquatic Ecosystems- Ponds, Streams, Lakes, Rivers, Oceans, Estuaries.</p>	22
II	<p>Definition, Causes, Effects & Control Measures of - Air Pollution, Water Pollution, Land/ Soil Pollution, Thermal Pollution, Noise Pollution. Solid Waste Management: Causes, Effects & Control Measures of Urban and Industrial Wastes. Human Population & the Environment Family Welfare Programme, Environment & Human Health, Human Rights, Role of Information Technology in Environment & Human Health From Unsustainable to Sustainable Development, Urban Problems related to Energy. Climate Change: Global Warming, Acid Rain, Ozone Layer Depletion, Nuclear Accidents & Holocaust; Water Conservation, Rain Water Harvesting, Watershed Management Rainwater Protection Act, Air(Prevention & Control of Pollution) Act, Water(Prevention & Control of Pollution) Act, Wildlife Protection Act, Forest Conservation Act</p>	23

Intended Outcome: After completion of the course, student will be able to

- * Understand the fundamental significance of ecosystem in the environment
- * Develop a critical understanding of the challenges impacting ecological system
- * Make appropriate decisions through the application of waste management practices
- * Identify measures to deal with the consequences of changing climatic conditions

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO4
CO2	PO7, PO4/ PSO1, PSO5
CO3	PO3, PO5/ PSO5, PSO6
CO4	PO6, PO3/ PSO4, PSO5



GLA
UNIVERSITY
MATHURA
Established in 1983, Affiliated to GGS Indraprastha, Delhi

Course Curriculum
[Bachelor of Arts (Hons.) Economics {B.A. (H) Economics}]

BAEC0804: COMPETITIVE APTITUDE - III

Introduction: This subject of Competitive Aptitude-III has been designed keeping in mind the requirements of those students who intend to pursue higher education in management and to prepare them to successfully achieve this target.

Objective: To help students develop the skills of simplifying their calculations and develop their skills to solve Problems or situations that involve logical thinking call for structure, for relationships between facts, and for chains of reasoning that “make sense”.

Credits: 02

Semester III

L-T-P :0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	Quantitative Aptitude: Coordinate Geometry: Cartesian System, Distance Formula, Section Formula, Slope of a line, Different Forms of Equation of line, Condition of perpendicularity and parallelism, Different Geometric Centre, Condition of Collinearty, Area of triangle Time and Work: People working with same efficiency, People working with different efficiencies, Negative Work Concept. Reasoning Ability: Sitting Arrangement-I: People viewing in different direction, Advance problem including blood relation, Ranking Test	22
II	Quantitative Aptitude: Time Speed and Distance: Relation between Time, Speed, Distance, Problem on Boats, Problem on Trains, Relative Speed (Same Direction and Opposite Direction), Circular Motion, Races Reasoning Ability: Syllogism-I: Basics of Overlapping concepts. Venn diagram Approach with three logics intersection, inclusion and exclusion. Introduction of Different Premises. Conclusions drawn from statements and statements drawn from conclusions.	23

Reference Books/ Text Books / Cases:

- * How to prepare for Quantitative aptitude test for CAT , by Arun Sharma, Fifth edition, T.M.H publication
- * How to Crack Test of Reasoning: In All Competitive Exam , by jaikishan and premkishan, Arihant publication
- * Analytical Reasoning Revised Edition by, M.K pandey, BSC publication
- * Quantitative aptitude by R.S aggarwal for Bank P.O/I.B.P.S P.O/A.A.O / Railways , S. chand publication
- * Patodi, B, Choudhary, A, Verbal Ability & Comprehension for CAT/ XAT/ IIFT/ CMAT/ MAT/ Bank PO/ SSC 2nd Edition, New Delhi, Disha Publication
- * Saxena, V, Bhatia, V, Crack WAT/GD/PI for MBA Admissions(Must for CAT/ XAT/ IIFT/ FMS/ SNAP/ NMAT/ CMAT Aspirants), New Delhi, Disha Publication

Focus: This course focuses on the entrepreneurship under the CO1, CO2, CO3 and CO4.

Intended Outcome: After completion of the course, student will be able to:

- * Develop reasoning Ability
- * Examine the solution of geometric problems logically.
- * Develop problem solving ability
- * Discover the efficiency of team working



Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO4
CO2	PO7, PO4/ PSO1
CO3	PO3, PO5/ PSO2
CO4	PO6,PO3/ PSO4

BAEC0805: PRACTICAL ON ECONOMIC ASPECTS - III

Introduction: *The course intends to continue the learning from the first year thereby getting the students accustomed with the practical concepts, techniques and situations of economics.*

Objective: To make the students grasp the various concepts, mechanisms and significance of practical aspects related to economics and their applications in numerous situations

Credits: 02

Semester III

L-T-P: 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	Knowledge-based Analysis of Philips Curve as found in day-to-day scenarios Classroom Discussion on effects of inflation and unemployment, adaptive and rational expectations of individuals, policy effectiveness and ineffectiveness. Colloquy on the present trends of globalizations and anti-globalization movements (with reference to the India's BOP crisis of 1991, The Great Depression, Greece Debt crisis, Subprime crisis etc.) Group Presentations on Understanding the Demographics of Indian economy: Present trends and issues related to population, education; income levels, purchasing ability and intent, health and malnutrition, poverty; inequality, etc.	22
II	Group Discussion on Global Economic Trends: The productivity paradox, The Fourth Industrial Revolution, Growing income inequality, The Evolution of Money, national income and environmental accounting etc. Videos on Speeches of great economists: understand their approach to analyse the present and past world situations. Debate on BRICS nations: prospects and challenges Classroom activities based on the concepts of micro and macroeconomics	23

Reference Books/ Text Books / Cases:

- * D. Pearce, R.K. Turner and I. Bateman Environmental Economics—An elementary introduction, John Hopkins Press.
- * B. Field and M. Field Environmental Economics, 6/e, The McGraw-Hill.
- * H.L. Ahuja – Advance Economic Theory, S. Chand Publication, New Delhi
- * Jean Dreze and Amartya Sen, India: Development and Participation, Oxford University Press, 2nd edition,.
- * Himanshu, "Employment Trends in India: A Re-examination", Economic and Political Weekly, September

Focus: This course focuses on the skill development under the CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Associate the concepts and application of economics.
- * Develop the capacity of report writing
- * Understand Indian foreign trade policy
- * Estimate the practical problems of national income and BOP

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO6, PO2/ PSO2, PSO3



CO2	PO2, PO7/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO4,PO3/ PSO4

BAEC0005: BUSINESS ANALYTICS

Introduction: *This course in business analytics has been designed keeping in mind the significance of it in management studies and how it can be used in business scenarios*



Objectives: To enable the students to gain insights into how business analytics should be used to reap benefit in real business world.

Credits: 04

Semester IV

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Business Analytics: Evolution of Business Analytics; Impacts and challenges; Scope of Business Analytics; Usage of Business Analytics in contemporary organizations</p> <p>Data for Business Analytics: Data Sets and Databases, Big Data, Data classification, Data reliability and validity; Uncertainty and Risk, Business Intelligence.</p> <p>Basic Excel Skills: Excel Formulas for day-to-day problem</p> <p>Data Visualization: Meaning and Significance of Data Visualization as used in modern research, Tools and software for data visualization; Meaning and Usage of Data Dashboards, Creating charts in Microsoft Excel; Other Excel Data Visualization Tools: Data Bars, Color Scales, and Icon Sets, Sparklines, Data Queries: Tables, sorting and Filtering. m solving, Basic Excel functions used in solving research problems</p>	22
II	<p>Descriptive Analytics: Meaning and Significance, Usage of descriptive analytics in business situations, Populations and samples; variability in Samples. Measure of Locations; Using Measure of Locations in Business Decisions; Measures of Dispersion; Measures of Shape; Measures of Association; Statistical thinking in Business Decisions</p> <p>Predictive Analytics: Meaning and Significance of Predictive Analytics, Application of it in business purposes, Latest Trends in Data Collection and Handling; Meaning and Testing Hypothesis; Difference between Correlation and Regression, Application in real-life situations, Data Mining: Scope of Data Mining; Data Exploration and Reduction.</p> <p>Prescriptive Analytics: Meaning and Significance of Prescriptive Analytics, Application of Prescriptive Analytics by organizations in various situations and perspectives</p>	23

Reference Books/ Text Books / Cases:

- * Albright, S., and Wayne Winston. Business Analytics: Data Analysis & Decision Making. Nelson Education
- * Anil Maheswari. Data Analytics. Mc Graw Hill:
- * Sandhya Kuruganti&HindolBasu.
- * Business Analytics: Applications to Consumer Marketing. Tata McGraw Hill:
- * Kadre, Shailendra, and Venkat Reddy Konasani. Practical Business Analytics Using SAS: A Hands-on Guide. Apress,
- * Rao, PurbaHalady. BUSINESS ANALYTICS: An application focus. PHI Learning Pvt. Ltd.,
- * Liebowitz, Jay, ed. Big data and business analytics. CRC press,
- * Laursen, Gert HN, and JesperThorlund. Business analytics for managers: Taking business intelligence beyond reporting. John Wiley & Sons,
- * Hofmann, Markus, and Ralf Klinkenberg, eds. RapidMiner: Data mining use cases and business analytics applications. CRC Press,

Focus: This course focuses on the entrepreneurship under the CO1, CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understanding the fundamentals as associated with business analytics
- * Understanding the terminologies related to business analytics
- * Identify nuances of business analytics in business paradigms
- * Remembering the various aspect related with business analytics.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO2
CO4	PO2,PO3/ PSO4

BAEC0006: INTERNATIONAL ECONOMICS

Introduction: The course will enable the students in terms of understanding the terms of trade in international market.

Objectives: Make the students aware of the international economics and trade concepts thereby enabling them to understand the basic theories and concepts of international economics.

Credits: 04

Semester IV

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction : International Economics - meaning, scope and importance, Inter-regional and international trade, Importance of international trade</p> <p>Theories of International Trade : Mercantilist system, Theory of absolute cost advantage comparative cost advantage, product life cycle theory , Heckscher-Ohlin theory, Leontief's paradox, Immiserizing growth</p> <p>Balance of Payments :Balance of trade and Balance of payments - Concepts and components, Equilibrium and disequilibrium, causes and consequences, Measures to correct deficit</p>	23
II	<p>Trade Policy :Instruments of trade policy, Free trade policy, Types of tariffs and quotas , Metzler's Paradox</p> <p>Terms of Trade and Gains from Trade : Terms of trade - Importance, types and determinants, Measurement of gains, static and dynamic gains , concept of Offer Curves</p> <p>International Macroeconomic Policy: The International Monetary System, Fixed versus flexible exchange rates, Convertibility of Indian rupee ,The Gold Standard , The Bretton Woods System, International Monetary Fund – World Bank – World Trade Organization.</p>	22

Reference Books/ Text Books / Cases:

- * Sorderston, BO: International Economics, Mac Millan, London
- * Salvatore, D.L: International Economics, Prentice Hall, NJ.
- * Sudama Singh: International Economics,
- * Barla, C.S :AnterrashtriyaVyapar

Focus: This course is employable under the CO1, CO3 and CO4.

Intended Outcomes:After completion of the course, student will be able to:

- * Examine scope and nature of international economics in the present scenario.
- * Explain new developments in trade.
- * Analyse the fundamentals of world organizations and their role
- * Determine trade policy and stimulated measures.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO4, PO2/ PSO2, PSO3
CO2	PO2, PO6/ PSO1, PSO4
CO3	PO3, PO5/ PSO2
CO4	PO7,PO3/ PSO4

BCME0308: BEHAVIOURAL ECONOMICS

Introduction: *The course aims to explain the principles and methods of behavioral economics while contrasting them with standard economic models. It highlights the importance of cognitive ability, social interaction, moral incentives and emotional responses in explaining human behaviour and economic outcomes.*

Objectives: Students should become familiar with the most important contributions to behavioural economics and critically assess the importance of such findings in explanation of economic behaviour and outcomes

Credits: 04

Semester IV

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Behavioural Economics Nature of Behavioural economics; Methodological approach; Origins of behavioral economics; Neo-classical and behavioral approaches to studying economics. Foundations of Behavioural Economics Values; Preferences and Choices; the standard model; Axioms, assumptions and definitions; The neuro scientific basis of utility Beliefs; Heuristics and Biases; The standard model; Probability estimation; Self-evaluation bias- Projection bias- Causes of irrationality	23
II	Decision making under risk and uncertainty; Prospect theory; Reference points; Loss Aversion; Shape of utility function; Decision weighting Mental accounting; Nature and components of mental accounting; Framing and editing; Budgeting and fungibility; Choice bracketing and dynamics Strategic interaction Nature of behavioural game theory; mixed strategies; Bargaining; Social Preferences: Altruism, envy, fairness and justice; Intentions, reciprocity and trust; Limited strategic thinking	22

Reference Books/ Text Books / Cases:

- * Erik Angner, A Course in behavioural Economics, Palgrave Macmillan
- * Nick Wilkinson and Matthias Hales, An Introduction to Behavioural Economics, 2nd Edition, Palgrave Macmillan.
- * Edward Cartwright, Behavioural Economics, Routledge
- * **Focus:** This course is employable under the CO1, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Interpret the foundations of behavioural economics
- * Deduct the scope and nature of behavioural economics.
- * Determine the relationship between human behavior and economic outcomes
- * Compare the importance of cognitive ability, social interaction, moral incentives and emotional responses

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO1
CO2	PO2, PO4/ PSO4, PSO3
CO3	PO3, PO5/ PSO3



CO4	PO2,PO3/ PSO4
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BBAC0010: BUSINESS RESEARCH

Introduction: *This course in business research has been designed keeping in mind the significance of it in management studies and how it can be used in business scenarios.*

Objectives: *To enable the students to gain insights into how research is carried out in business and how they can benefit from it*

Credits: 04

Semester IV

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction of Research Methodology: Meaning, Objective, Types and Significance of Research,</p> <p>Nature and Scope of Business Research –Role of Business Research in decision making. Applications of Business Research</p> <p>The Research process –Steps in the research process; the research proposal; Problem Formulation: Management decision problem vs. Business Research problem.</p> <p>Concept of Research Problem, Defining Research problems, Literature Review, Formation of Hypothesis, Research Design: Types of Research Design, Research design in case of different research studies.</p> <p>Sampling: Concept, Census vs. Sampling, Advantages and Limitation of Sampling, Sampling process, Types of Sampling: Non- probability sampling techniques, Probability sampling techniques, Sampling and non sampling errors, Criteria of a Good Sampling Design.</p>	22
II	<p>Measurement and Scales: Levels of measurement—Nominal, Ordinal, Interval and Ratio, Attitude Measurement: Comparative scaling techniques, Non-comparative scaling techniques</p> <p>Questionnaire Designing: Types, Guidelines for developing a good questionnaire. Creation of online questionnaire.</p> <p>Data Preparation And Analysis: Data collection: primary and secondary data collection, observation methods and survey method Methods for data collection. Data preparation & preliminary analysis, practices through Excel (Basic Concepts) and SPSS, Statistics in Research, Data Presentation using Charts and Diagrams</p> <p>Report Writing: Types of Research Reports, Guidelines for Writing a Report, Report Format, Guidelines for evaluating a report.</p>	23

Reference Books/ Text Books / Cases:

- * Cooper, D. R., & Schindler, P. S. Business Research Methods. New Delhi: Tata McGraw-Hill.
- * Kothari, C. R. Research Methodology -Methods & Techniques. New Delhi: New Age Publishers.
- * Sachdeva, J. K. Business Research Methodology. New Delhi: Himalaya Publishing House.
- * Sekaran, U. Research Methods for Business -A Skill Building Approach. New Delhi: Wiley India Pvt. Ltd.
- * Srivastava, T. N., & Rego, S. Business Research Methodology. New Delhi: Mc. Graw-Hill.
- * RajendraNargundka Marketing Research : Text & Cases, Tata McGraw Hill
- * Zikmund, Essentials of Marketing Research, Cengage Learning.

Focus: This course focuses on the entrepreneurship under the CO2, CO3 and CO4

Intended Outcomes: After completion of the course, student will be able to:

- * Demonstrate the capacity to select approaches that match the aims and objectives of the research.
- * Recognize the limitations of specific research methods.
- * Develop abilities in data analysis and presentation, both qualitative and quantitative.
- * Improve critical thinking abilities.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO6/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO7, PO5/ PSO3
CO4	PO2,PO3/ PSO2

BAL01108: CONSUMER PROTECTION LAWS

Introduction: *The subject aims to acquaint the students in grasping the details as to consumer protection law and right of consumer for the betterment of the same.*

Objectives: *Students would be able to develop a basic understanding about Consumer protection and law in relation of their protection.*

Credits: 04

Semester IV

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Consumer relations, market development, consumerism and globalization, Legislative Framework: Evolutionary steps of Consumer Protection Laws in India- Historical Approach; Consumer Protection Act, 2019- Legislation objectives, Definitions, Rights of consumer, Consumer Dispute Redressal Forum: Three tier system (grievance redressal), Jurisdiction, Complainants under Consumer Protection Act. Appeals and adjournments, Relief to consumer, limitations and other procedures. Role of UN in consumer rights.	23
II	Features of Competition Act, 2002; Highlights of Food Safety and Standards Act, 2006; Features of Legal Metrology Act, 2009. Case Studies of Consumer Protection: Goods – laws on manufacturing defects; Service – Airlines, Banking & Insurance, Medical & Lawyers negligence Emerging Issues In Consumer Protection And Law: Role of Civil Society in Consumer Protection, E-Commerce and Consumer Rights, ADR in resolution of Consumer disputes.	22

Reference Books/ Text Books / Cases:

- * Consumer Protection Act; object and purpose of the Act and need to avoid references of consumers' complaints to civil courts, T.N. Pandey.
- * Law of Consumer Protection in India, D.N. Saraf, N.M. Tripathi. Comp LJ 10
- * Law of consumer protection, Singh Avtar
- * Consumer Protection, Dr. V.K. Agarwal, Bharat Publication.
- * Consumer Law in the information society, Wilhelm & son et. al.
- * Consumer Protection in the 21st Century: A Global Perspective, William T. Vukowich,

Focus: This course focuses on the skill development under the CO2, CO3 and CO5.

Intended Outcomes: After completion of the course, student will be able to:

- * Comprehend the prevailing law on consumer protection in India.
- * Awareness about basic procedures for handling consumer dispute.
- * Recognizing major international instruments on consumer protection.
- * Grasping the evolving questions and policy issues in consumer law for future research.
- * Understand the nuances related to consumer protection & e-commerce

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO6, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1
CO3	PO3, PO5/ PSO3
CO4	PO1, PO3/ PSO4

BAL00106: COMPANY LAWS

Introduction: *This course in company law has been prepared to make the students aware of the role which it plays in the day-to-day functioning of an organization.*

Objectives: *To enable the students with regard to gaining insights into conduct of any business organization and how its sound knowledge helps a firm to perform in a smooth way.*

Credits: 04

Semester IV

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Fundamental Issues: Meaning, Nature and Characteristics of Company, Classification of Companies, Formation of company: Promotion, Incorporation and Registration of a Company including Introduction of E-Registration process. Memorandum of Association, Articles of Association, Prospectus, Types of Prospectus, Misstatement in Prospectus.</p> <p>Highlights of Recent amendment in company laws,</p> <p>Functional Aspects: Meaning and Types of Shares and share capital, Dematerialization of shares, Issue & Allotment of Shares, Debentures and its types.</p> <p>Some Landmark case laws.</p>	22
II	<p>Directors: Definition, kinds of directors, Appointment, Powers, Rights and Duties of directors, Meetings, kinds of meetings, Resolutions.</p> <p>Management & Control: Prevention of Oppression and Mismanagement in Company, Lifting of Corporate Veil, Doctrine of Constructive Notice, Doctrine of Indoor Management, Constitution of NCLT & its functions, A brief introduction of the provisions of IBC, 2016 (Insolvency & Bankruptcy code), Winding up of Company</p> <p>Leading judicial pronouncements related to corporate veil, NCLT & IBC etc.</p>	23

Reference Books/ Text Books / Cases:

- * Bagrial, A. K. Company Law. Noida: Vikas Publishing House Pvt. Ltd.
- * Gogna, P. P. A Textbook Of Company Law. New Delhi: S. Chand Publisher
- * Gulshan, S. S. Company Law. New Delhi: Excel Books.
- * Gulshan, S.S., & Kapoor, G. K. Business Law including Company Law. New Delhi: New Age International Pvt. Ltd.
- * Singh, A. Company Law. New Delhi: Eastern Book Company

Focus: This course focuses on the entrepreneurship under the CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Recognise the fundamentals about the formation and types of companies.
- * Understand the procedure of issue of shares and SEBI Guidelines
- * Understand the role which company law plays in the affairs of a business firm.
- * Identify how various laws prevent any sort of mismanagement in a company

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3

CO4	PO2,PO3/ PSO4
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BAEC0009: UNDERSTANDING HUMAN & INTERPERSONAL BEHAVIOUR

Introduction: *The course aims to provide an understanding of the basic concepts, theories and techniques in the field of human and interpersonal behavior.*

Objectives: *To enable students gain insights and knowledge about the meaning and concepts of individual personality, interpersonal behavior and the motivating factors.*

Credits: 02

Semester IV

L-T-P :2-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Understanding Human Behaviour: Nature, meaning; Approaches for studying Human Behaviour: Behavioural Approach, Cognitive Approach, Psychoanalytic Approach Personality: Concept, types of personality, Theories, Determinants and importance of personality. Perception : Components, factors influencing perception process, Distortion in perception, Learning: Concept, Components, factors affecting learning and theories of learning. Interpersonal Behaviour: Nature and meaning of Interpersonal Behaviour, Concept of Self,	23
II	Interpersonal Behaviour: Nature and meaning of Interpersonal Behaviour, Concept of Self, Transaction Analysis (TA), Benefits and uses of Transactional Analysis, Johari Window Model. Emotions-Nature and Meaning, Physiological responses in emotions, Theories of emotions Motivation: Definition and Meaning, Nature & Importance, Maslow's Need Hierarchy theory, Herzberg's Two Factor theory, Alderfer's ERG theory, Application of theories of motivation in Organizational Scenario.	22

Reference Books/ Text Books / Cases:

- * Robins, Stephen P. - Organizational Behaviour
- * Schen - Organizational Psychology
- * Davis, K & Newstrom - Human Behaviour at Work
- * Prasad, L.M. – Organizational Behaviour

Focus: This course focuses on the skill development under the CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Analyzing the fundamentals of human behavior and its role within an organization
- * Understand the concept of personality and learning.
- * Explain about the concept of interpersonal behavior.
- * Identify and understand the various models of interpersonal behavior.
- * Discuss about the concept of emotions and motivation along with its theories.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2
CO2	PO7, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2, PO3/ PSO4, PSO3

BAEC0806: COMPETITIVE APTITUDE - IV

Introduction: *This course has been designed keeping in mind the requirements of those students who intend to pursue higher education in management and other fields.*

Objective: *To help students develop the skills of data based prediction with the help of Probability and Permutation & Combination. Students can improve their inductive as well as deductive skills with the help of Syllogism and Logical Deduction.*

Credits: 02

Semester IV

L-T-P :0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Quantitative Aptitude: AP & GP Series :Arithmetic Progression, Geometric Progression, Problem based on summation of different series.</p> <p>Reasoning Ability:Logical Deduction: Introduction to Primary Statements, Conversion of given statement to basic premises, Introduction to different solving methods</p> <p>Quantitative Aptitude: Permutation & Combination: Basic theory of Selection and Arrangement, Relation between Permutation and Combination, Problem of forming number and words with and without repetition, Circular Permutation.</p>	22
II	<p>Reasoning Ability:</p> <p>Input and Output: Rearrangements based on Ordering, Rearrangements based on Interchanging the Positions of Words and Numbers, Rearrangements based on Mathematical operations</p> <p>Quantitative Aptitude: Basics of Probability :Basic probability , Conditional Probability , Baye's Theorem and Total Probability</p> <p>Reasoning Ability: Distribution Problems: Distribution, Introduction of structure based distribution, Pure Information Based distribution</p>	23

Reference Books/ Text Books / Cases:

- * How to prepare for Quantitative aptitude test for CAT , by Arun Sharma, Fifth edition, T.M.H publication
- * How to Crack Test of Reasoning: In All Competitive Exam , by jaikishan and premkishan, Arihant publication
- * Analytical Reasoning Revised Edition by, M.K pandey, BSC publication
- * Quantitative aptitude by R.S aggarwal for Bank P.O/I.B.P.S P.O/A.A.O / Railways , S. chand publication
- * Patodi, B, Choudhary, A, Verbal Ability & Comprehension for CAT/ XAT/ IIFT/ CMAT/ MAT/ Bank PO/ SSC 2nd Edition, New Delhi, Disha Publication
- * Saxena, V, Bhatia, V, Crack WAT/GD/PI for MBA Admissions (Must for CAT/ XAT/ IIFT/ FMS/ SNAP/ NMAT/ CMAT Aspirants), New Delhi, Disha Publication

Focus: This course is employable under the CO1, CO2 and CO3

Intended Outcome: After completion of the course, student will be able to:

- * Develop analytical thinking
- * Develop problem solving ability
- * Demonstrate logical and visualizing ability.
- * Identify how perseverance to solve problems

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO6, PO2/ PSO2, PSO1
CO2	PO2, PO4/ PSO3, PSO4
CO3	PO3, PO5/PSO3
CO4	PO2,PO7/ PSO4

BAEC0807: PRACTICAL ON ECONOMIC ASPECTS - IV

Introduction: *The course intends to acquaint the students with the practical concepts and techniques of economic problems and related real world scenarios.*

Objective: *To make the students understand the application of the various concepts, processes and importance of practical aspects of economics and their usage in professional set-ups.*

Credits: 02

Semester IV

L-T-P: 0-0-4

Module No.	Content	Teaching Hours (Approx.)
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I	<p>Gaining Realistic Understanding on Public Goods: Classroom Learning regarding Concept of Public & Private Goods and their Classification by Companies, Usage of Nash-Cournot equilibrium in real-life situations: Only Graphical Solution and Pareto efficiency as practiced by firms; Mechanisms for revelation of preferences; Private provision of Public Goods; Implications of the Principle of Maximum Social Advantage; Usage of Models of efficient allocation in day-to-day situations; Implications of Pure and impure public goods; Partial and General Equilibrium Analysis; Free riding.</p> <p>Developing Practical Insights on Principles of Taxation: Practical Implications of Benefit vs. Ability to Pay; Different criteria for ability and progressive taxation; Incidence and Shifting of tax; Preparation of a Report Highlighting the Various Concepts Related to Any/Some/All of Welfare Cost of Taxation, Effect of tax on price and output; unit and ad valorem taxation under competition and monopoly</p>	22
II	<p>Comprehensive Classroom Discussion on Taxation and Work effort-The Underlying Relation</p> <p>Perspectives on Indian Tax System and Its Implications: Developing a Report on Tax structure in India; Types of taxes in India, Practical understanding of Taxable Capacity through classroom activities; Classroom Discussion on Issues influencing tax buoyancy in India; General Sales Tax and Value Added Tax; Indian Tax Administration Comprehensive Sessions on Dealing with Public Budget – Optimum Budget; Budget vs. Plan; Budgetary Procedure in India.</p>	23

Reference Books/ Text Books / Cases:

- * Atkinson, A. and Stiglitz, J. Lectures in Public Economics, McGraw Hill, London.
- * Browning, Edgar K. and Browning, Jacqueline, M. Public Finance and the Price System, Pearson Education Pvt. Ltd. Delhi.
- * Buchanan, James M. The Demand and Supply of Public Goods, Skokie III Rand Mc Nally.
- * Chelliah, Raja J: Fiscal policy in Underdeveloped Countries

Focus: This course focuses on the skill development under the CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Express the knowledge to comprehend concepts of Public and Private Goods.
- * Discover insights on principles of Taxation and its various usages.
- * Understand new Taxation policy
- * Understand practical aspects of public budget

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO1
CO2	PO2, PO4/ PSO3
CO3	PO3, PO5/ PSO3



CO4	PO2,PO3/ PSO4
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BAEC0007: CORPORATE GOVERNANCE

Introduction: *This course of Corporate Governance comprises of an overview of corporate governance, emergence of CSR, legal regime governing it and other related aspects.*

Objective: *To enable the students to understand the principles of corporate governance, to make the students aware about the role of CSR in business to encourage moral practices and sensitivity towards the ethical dimension of business*

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Corporate Governance Definition of Corporate Governance, Need and scope of Corporate Governance, OECD Parameters and Principles related to Corporate Governance, Developments in India related to Corporate Governance, Elements of Good Corporate Governance. Theories & Models of Corporate Governance- Prevalent Theories and Practices of Corporate Governance, Popular Models for Governance. Major Corporate Governance Failures in India & Abroad- BCCI (UK), Enron (USA), Satyam Computer Services Ltd, Lehman Brothers, Kingfisher Airlines.	22
II	Regulatory Framework of Corporate Governance in India- Initiatives and reforms- (CII Code 1997), Kumar Mangalam Birla Committee (1999), NR Narayana Murthy Committee (2005) and Uday Kotak Committee (2017), Relevant provisions of Companies Act, 2013, SEBI: Listing Obligations and Disclosure Requirements Regulations (LODR) 2015. Tools of Corporate Governance & Related Committees Internal Audit, External Audit, Audit committee, Shareholder's grievance committee, Remuneration committee. Overview of Corporate Social Responsibility (CSR) Meaning, Concept and Relevance of Corporate Social Responsibility, Corporate Responsibility of Business towards Employees, Consumers and Community, CSR in India. CSR under the Companies Act, 2013.	23

Reference Books/ Text Books / Cases:

- * Murthy CSV, Business Ethics and Corporate Governance, HPH
- * Bholanath Dutta, S.K. Podder – Corporation Governance, VBH.
- * Dr. K. Nirmala, Karunakara Reddy, Business Ethics and Corporate Governance, HPH.
- * S Prabhakaran; Business ethics and Corporate Governance

Focus: This course focuses on the entrepreneurship under the CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the concept of corporate governance in organizations and its essence for management.
- * Discuss theories and models of corporate governance and their application.
- * Discuss the major corporate governance failures in India & abroad.
- * Define the tools of corporate governance & related committees.
- * Understand the concept of corporate social responsibility of business towards different stakeholders.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO7, PO2/ PSO2, PSO3
CO2	PO1, PO6/ PSO1
CO3	PO3, PO5/ PSO2
CO4	PO2,PO3/ PSO4

BAEE0101: FOREIGN TRADE & POLICIES

Introduction: *This subject of Foreign Trade & Policies features sections on Direct Investments, Instruments of commercial policy, Regional Economic Integration and Policy framework and Promotional measures and related aspects.*

Objective: *The paper aims at acquainting the students with the theoretical foundations of international trade and enabling them to learn the pattern, structure and policy framework of foreign trade.*

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Theoretical Foundations of International Trade: Reasons for international trade: Mercantilist and neo-mercantilist view; Theories of international trade: Absolute and comparative advantage theories: Modern theories of trade; Gains from trade; Foreign trade multiplier; Terms of trade.</p> <p>Direct Investment: FDI in the world economy, The Political Economy of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI; Foreign debt situation.</p> <p>Instruments of Commercial Policy: Tariffs quotas and other measures and their effects; Arguments for and against protection; Trade regulations and WTO; Trade policy and developing countries.</p>	22
II	<p>Factor Movements and International Trade in Services: Capital flows-Types and theories of foreign investments, Barriers to foreign investments; Labour migration; Theory of international trade in services.</p> <p>Regional Economic Integration: Levels of Regional Economic Integration; Free trade area, customs union, economic union, and common market; Trade creation and diversion effects, NAFTA, EU, SAARC, ASEAN.</p> <p>Policy Framework and Promotional Measures: India's foreign trade and investment policy; Policy making body and mechanism; Export promotion measures and infrastructure support – export and trading, houses, export promotion schemes and incentives; Institutional arrangements for export promotion; Export processing/special economic zones, 100% EOUs.</p>	23

Reference Books/ Text Books / Cases:

- * Economic Survey, Govt. of India.
- * Export-import Policy and Other Documents, Govt. of India.
- * Hazari, R. Bharat, Micro Economic Foundations of International Trade, Croom Helm, London and Sydney.
- * Letiche, John M., International Economics: Policies and Theoretical Foundations, Academic Press, New York.

Focus: This course focuses on the skill development under the CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Develop an mindset in understanding Foreign trade and policies.
- * Ethically solve complex problems related to implementation of policies.
- * Understand applied and policy aspects of Foreign trade.
- * Analyse the need of digital medium in assisting the enhancement of foreign trade.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO7/ PSO2, PSO1
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2, PO3/ PSO4

BBAE0203: INTERNATIONAL MARKETING

Introduction: *This course would help the students in getting the understanding of the international marketing concepts and strategies used for promotion and wealth maximization.*

Objectives: *To familiarize the students with the concept and issues of international marketing
To enable them to analyze the international marketing strategies for a business firm.*

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
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I	<p>Introduction: Introduction to International Business- an overview; International marketing management process, Difference between domestic marketing and International marketing, Definition & concept. International marketing information system.</p> <p>International Marketing Environment: Influence of physical, economic, socio - cultural, political and legal environments on international marketing decisions; International Market Segmentation, Selection and Positioning; International market entry strategies – Exporting, licensing, contract manufacturing, joint venture, setting -up of wholly owned subsidiaries abroad.</p> <p>International Product Planning and Pricing decisions: Major Product decisions-product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.</p>	23
II	<p>Pricing decisions for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing; Counter trade as a pricing tool- types and problems of counter trading.</p> <p>International Distribution Decisions: Distribution channel- from traditional to modern Channel structures, Intermediaries for international markets-their roles and functions;, Factors affecting choice of channels; International distribution logistics- Issues and Planning.</p> <p>International Promotion Strategies: Communications across countries-complexities and issues; Sales promotions in international markets, International public relations, International Advertising decisions, Personal selling and sales management; Developing international promotion campaign.</p> <p>Emerging trends in International Marketing: International Marketing through Internet; Ecological concerns and international marketing ethics.</p>	22

Reference Books/ Text Books / Cases:

- * Keegan, Warran J. and Mark C. Green, Global Marketing, Pearson.
- * Cateora, Phillip R.; Grahm, John L. and Prashant Salwan, International Marketing, Tata McGraw Hill.
- * Czinkota, Michael R. and Illka A. Ronkainen, International Marketing, Cengage Learning.
- * Terpstra, Vern; Foley, James and Ravi Sarathy, International Marketing, Naper Press.33
- * Jain, Subash C., International Marketing, South-Western.

Focus: This course focuses on the entrepreneurship under the CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand various aspects related to international marketing
- * Learn international marketing strategies adopted by the companies.
- * Outline international distribution decisions for full coverage of the segment
- * Understand importance of market and product mix at international level

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO7, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1
CO3	PO3, PO5/ PSO2
CO4	PO6,PO3/ PSO4

BCME0402: INTERNATIONAL LOGISTICS

Introduction: *This course will help the students in developing understanding of the inventory management concept and various modes related to international logistics.*

Objectives: *To acquaint the students with the general and clear idea of international logistics system
To make the students aware of the various aspects related to its management.*

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Concept of International Logistics Management: Concept, evolution and development; Importance of logistics management to international business, International Logistics functions and intermediaries. Issues involved in movement of goods</p> <p>Transportation: Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out-sourcing;</p> <p>Various modes of logistics management: The general structure of shipping industry; cargo types; vessels and vessel characteristics; freight structure and practices; coordination; role of intermediaries' forwarding and clearing agents; freight brokers; stevedores and shippers agents. Containerization</p>	23
II	<p>Air transportation and its scope Air transportation, advantages, disadvantages, freight structure and operations, carrier and consignee liabilities.</p> <p>Warehousing: Warehousing and marketing strategy; Objectives and functions of warehousing; Warehouse strategies; Material handling equipment and Material mobility Warehousing evaluation and requirements.</p> <p>Inventory management-inventory categories, EOQ, LT, ICC; Inventory levels; Material planning and sourcing of procurement; Methods of cost reduction.</p>	22

Reference Books/ Text Books / Cases:

- * James F. Robbison & William C Copaciano (editors): *The Logistics Hand Book*.
- * Donald F Wood et.al : *International Logistics*
- * Douglas Lambert and James R Stock: *Strategic Logistics Management*
- * Bowersor, Donald J and David J Closs, *Logistics Management and Integrated Supply Chain Management*, Tata McGraw Hill.

Focus: This course focuses on the entrepreneurship under the CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the importance of inventory management for its efficient utilization.
- * Learn the various logistic mechanism for prompt supplies
- * Enhance the concept of material planning
- * Explain the methods of cost reduction, cost management

Mapping of course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO7/ PSO2
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO6,PO3/ PSO4

BCME0403: INTERNATIONAL TREATIES AND CONVENTION

Introduction: *This course would help the students in developing understanding of the international laws and treaties and their impact on the growth of economy.*

Objectives: *To acquaint the students with the theoretical foundations of international treaties and conventions
To enable them to learn the pattern, structure and policy framework at trade blocks.*

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
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I	<p>Introduction: Development of international law, Nature of international laws, Legality of international laws: Positive morality, Treaties as to the basis of international law, Article 253, Relationship between international law and state law, Article 51(7), Article 37</p> <p>Concept of treaties: Kind of Treaties, Binding force of Treaties, PACTASUNT SERVANDA, JUS CUGENS, Enforcement of Treaties, compliance with Treaty obligations,</p>	22
II	<p>Parties of treaty and convention, Formation of Treaties, Reservation invalidity and termination of Treaty,</p> <p>Laws of Treaties and convention: Vienna convention on law of Treaties, interpretation of Treaties, Dispute settlement for breach of Treaties, Policy framework for FDI in India, Policy on counter trade agreement, Indian joint ventures, Indian double tax avoidance, Agreement comprehensive economic co-operation agreement, Economic co-operation and integration between countries, Integration between countries, NAFTA, ASEAN, SAARC, SAPTA, NAFTA</p>	23

Reference Books/ Text Books / Cases:

- * By Andrew T. Guzman: *How international Law works: A rational choice theory*
- * Czinkota, Michael R., et. al., *International Business*, the Dryden Press, Fortworth.22
- * Danoes, John D. and Radebaugh, Lee H., *International Business: Environment and Operations*, Addison Wesley, Readings.
- * Hill, Charles W. L., *International Business*, McGraw Hill, New York.
- * *Economic Survey*, Govt. of India.
- * *Export-import Policy and Other Documents*, Govt. of India.
- * Hazari, R. Bharat, *Micro Economic Foundations of International Trade*, Croom Helm, London and Sydney.
- * Letiche, John M., *International Economics: Policies and Theoretical Foundations*, Academic Press, New York.
- * Mannur, H.G., *International Economics*, Vikas Publishing House, New Delhi,
- * Salvatore, D., *International Economics*, John Wiley and Sons.
- * Sodersten, BO, *International Economics*, McMillan, London.

Focus: This course focuses on the skill development under the CO1, CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the theoretical foundation of international treaties
- * Identify the role played by international conventions
- * Comprehend the laws of treaties and conventions
- * Learn the importance of the grievance handling mechanism

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO7/ PSO2, PSO3
CO2	PO2, PO4/ PSO1
CO3	PO3, PO5/ PSO3
CO4	PO2, PO3/ PSO4

BBAE1302: MANAGEMENT OF FINANCIAL INSTITUTIONS & SERVICES

Introduction: *The course involves the emphasis on banking, insurance, and key financial services so that scholar gets an exposure to various dynamics of financial system*

Objectives: *To enable the students to explore Indian financial system and be comfortable in understanding its implications on economic growth*

Credits: 04

Semester V

L-T-P: 3-1-0

Module No.	Content	Teaching Hours
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I	Introduction of Financial System Characteristics, Significance, Evolution, Regulatory Framework, Major Issues in Indian Financial System. Recent Developments in the Financial System Brief overview of Financial markets and financial instruments Financial institutions: Banking and its Structure in India, Commercial Banking - Operating Aspects, Evolving trends, Management of Assets and Liabilities, Basel Norms, Merchant Banking Functions, Issue Management, Underwriting Non-Banking Financial Company-Meaning, Functioning, Classification – AFC, IC, LC, IFC, CIC-ND-SI, MFI Insurance: Life and Non-Life Insurance (Marine / Motor / Fire / Health / Pension Plan / Annuity / Rural Insurance),	22
II	Operational Aspects Special financial institutions: Development banks (IDBI, ICICI, IFCI), Sectoral financial institutions (EXIM Bank, SIDBI), Investment institutions (UTI, LIC, GIC) and State level institutions (SFCS, SIDCS) Financial Services: introduction, characteristics, functions and its types (a) Fee based Services –Corporate Advisory Services, Credit Rating, Mutual Funds, Debt Securitization. loan syndication, Mergers and acquisitions. (b) Fund based Services – Lease and Hire Purchase, Housing Finance, Credit Cards, Financial Inclusion, Microfinance Venture Capital, Factoring, Forfeiting, and Bill Discounting	23

Reference Books/ Text Books / Cases:

- * Frank J. Fabozzi, F. Modigliani, Foundation of Financial Markets & Institutions (Third Edition), Pearson Education.
- * Kohn, M. Financial Institutions & Markets. TATA McGraw Hill.
- * Khan, M. Y. Indian Financial System. Fourth Edition. TATA McGraw Hill.
- * Pathak, Bharti V. Indian Financial System. Pearson Publication

Focus: This course focuses on the entrepreneurship under the CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understanding the various financial institutions and their functions
- * Observe the various features related to insurance and how to use it
- * Translate the main concepts of financial services into practical.
- * Predict the basis upon which they can develop into a financial practitioner

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO6, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO2
CO4	PO2,PO3/ PSO4

BAEE0201: TAXATION LAWS & PRACTICES

Introduction: The course will define the different aspect of Income tax act involves residential status, computation of income under different heads and tax liability and online filing of returns.

Objective: To provide the conceptual and practical knowledge about principle and provision of Income tax Act, 1961.

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
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I	<p>Introduction: Concept & Definition; Income, Total Income, Agriculture Income, Assessee, Assessment Year & Previous Years, Assessing Officer. Permanent Account Number (PAN)(KUK)</p> <p>Residential status: Scope of total income on the basis of residential status, Exempted income under section 10</p> <p>Computation of Income under different heads-1 Income from Salaries; Income from house property(ICS)</p> <p>Computation of Income under different heads-2 Profits and gains of business or profession; Capital gains; Income from other sources (ICS)</p>	22
II	<p>Computation of Total Income and Tax Liability -1 Income of other persons included in Assessee's total income; Aggregation of income and set-off and carry forward of losses;</p> <p>Computation of Total Income and Tax Liability-2 Deductions from gross total income; Rebates and reliefs Computation of total income of individuals and firms; Tax liability of an individual and a firm; (ICS)</p> <p>Preparation of Return of Income Filing of returns: Manually, On-line filing of Returns of Income & TDS; Provision & Procedures of Compulsory On-Line filing of returns for specified assesses.</p>	23

Reference Books/ Text Books / Cases:

- * Direct Taxes law & Practice – Dr. H.C.Mehrotra& Dr. S.P. Goyal, SahityaBhawan Publications, Agra.
- * Direct Taxes law & Practice – Dr. Bhagwati Prasad – WishwaPrakashan, N.Delhi.
- * Singhania, Vinod K. and Monica Singhania. Students' Guide to Income Tax, University Edition. Taxmann Publications Pvt. Ltd., New Delhi.

Focus: This course focuses on the skill development under the CO1, CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Interpret the basic knowledge about taxation laws
- * Classify the principles and provisions in Income –tax Act, 1961.
- * Indicate the classification of income under various headings
- * Memorize the main concepts and principles of Income Tax.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO6/ PSO2, PSO3
CO2	PO7, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO4
CO4	PO2,PO3/ PSO4

BCME0105: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Introduction: *This course provides a broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general. This also deals with the risk management instruments used to manage the risk in equity market. It provides the extensive idea about the mutual fund investment and develops general portfolio management tools which are applicable when managing portfolios with any of all asset classes.*

Objective: *To impart theoretical and practical knowledge to students about risk and return of individual security and equip them for analyzing the risk of portfolio for wealth maximization. To develop competencies for analyzing different investment opportunities and construct an optimal portfolio of investments as per risk profile and investment objectives.*

Credits: 04

Semester V

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Investment and Securities - Meaning of Investment, Investment and Speculation, Investment and Gambling. Investment's objectives, Investment Process, Investment Alternatives</p> <p>Risk Analysis - Risks involved in Investment. Systematic Risk - Market Risk, Interest Rate Risk, Purchasing Power Risk, Unsystematic Risk - Business Risk, Financial Risk. Measurement of Risk. Risk and return relationship, measurement of risk, SD, Variance</p> <p>Primary Market and Secondary Market - Relationship between Primary and Secondary Market. Functions of Primary Market, Parties involved in New Issues - Managers, Registrars, Underwriters, Bankers, Statutory Agencies. Function of Stock Exchanges. Listing of Securities. Over the Counter Exchange of India (OTCEI), Derivatives and its instruments.</p>	22
II	<p>Analysis of Securities - Fundamental Analysis- Economic Analysis, Industry Analysis, Company Analysis, Financial Analysis. Technical Analysis. Tools of Technical Analysis.</p> <p>Portfolio Analysis: Traditional portfolio analysis. Effects of combining securities. Markowitz Theory, Portfolio selection: Risk and investor preferences. Constructing the best portfolio. Sharpe simple portfolio optimization. Significance of 'Beta' in portfolio, traditional portfolio selection.</p> <p>Capital Market Theory: Capital market theory (CAPM). CAPM and the real world. Arbitrage pricing theory (APT), EMH and its implication.</p>	23

Reference Books/ Text Books / Cases:

- * Security Analysis and Portfolio Management by Fisher and Jordan, Prentice Hall India.
- * Investment Analysis and Portfolio Management by Prasanna Chandra, Tata McGraw Hill.
- * Investment Analysis and Portfolio Management by Railley and Brown, Cengage Learning.
- * Investments by Bodie, Kane, Marcus and Mohanty, Tata McGraw Hill.
- * Security Analysis and Portfolio Management by Pandian Punithavathy, Himalaya Publishing House Pvt. Ltd.
- * Security Analysis and Portfolio Management by Ranganathan M. and Madhumathi R., Pearson.

Focus: This course is employable under the CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Acquire practical knowledge about risk and return of individual security.
- * Understand models and theories of security analysis and portfolio management.
- * Relate risk and return framework used for sound investment decision.
- * Comprehend the portfolio management.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO3/ PSO4

BAEE0202: MODERN BANKING PRACTICES

Introduction: *This subject introduces modern concepts related to Banking in India, the roles played and services rendered by banks, various types of bank accounts, loan system and various modern services including the technological advancements in Indian Banking.*

Objective: *To enable the students with regard to gaining insights into the routine and specific functions, technological updates related to the banking scenario in the country and otherwise.*

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
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I	Introduction: Banking System in India, RBI role and its functions, Meaning & Functions of Commercial Banks, Mechanism of Credit Creation. Banker & Customer: Relationship between Banker and customers-Debtor-Creditor, Pledgee-Pledgor, Agent-Principle & Lessor-Lessee. Termination of banker customer relationship Introduction to Banking Products: Types of customer accounts, Cash Credit, Overdraft, Discounting of Bills & loan system, Mode of creating charge,	22
II	Clearing House system, Role and Duties of Paying and Collecting Banks. Introduction to Cheque, Automated Clearing and CTS. Concept of plastic money, types-ATM, Debit and Credit Cards. Emerging & Modern Trends: Introduction and concept of e-banking, Emerging trends and Type of E-Banking, Electronic fund management, Modes of EFT-RTGS, NEFT, IMPS & UPI. Concepts and working of Virtual wallets. Security and control systems- cyber crimes & fraud management. E-Banking Demo Exercise	23

Reference Books/ Text Books / Cases:

- * Varshney, P. N. Banking Law and Practice. New Delhi: Sultan Chand and Sons
- * Guruswamy, S. Banking Theory Law & Practice, New Delhi, Tata McGrawHill
- * Gopinath, M. N. Banking Principles & Operations. Mumbai: Snow White Publications Pvt. Ltd.
- * Shekhar, K. C., & Shekhar, L. Banking - Theory & Practice. Nolication, New Delhi

Focus: This course focuses on the entrepreneurship under the CO2, CO3 and CO4

Intended Outcomes: After completion of the course, student will be able to:

- * Describe the fundamental knowledge of the prevailing banking system in India.
- * Explain various functional aspects of digital banking
- * Understand the operating system of banks for accounts, loans and virtual services
- * Discuss the emerging and modern practices adopted by banks

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO3/ PSO2, PSO3
CO2	PO2, PO4/ PSO1
CO3	PO7, PO5/ PSO3
CO4	PO3, PO6/ PSO4

BAEE0301: SUSTAINABLE DEVELOPMENT

Introduction: *This subject of Sustainable Development will guide in exploring the concepts, applications, and tools for analysis and decision making in support of environmentally sustainable development*

Objective: *To understand the basic concept of Sustainable Development (SD), the environmental, social and economic dimensions. ← Know the history of the SD idea. ← Be able to discuss the conflicts which are involved in the SD concept on the national as well as on the global scale. ← Be familiar with potential strategic options for SD (efficiency, sufficiency). ← Be able to discuss the (dis-)advantages of instruments for SD. ← Understand the SD challenge for companies, their responsibility and their potentials for action.*



Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Sustainable Development: Introduction to the concept of Sustainable Development (SD) and sustainability; difference between SD and sustainability? the (dis-)advantages of instruments for SD; Challenges of sustainable development for business and management, responsibilities of government and business. Sustainable business strategies.</p> <p>Sustainable Development Goals (SDGs): Evolution of SDGs, various SDGs, Environmental protection and economic growth; Environmental Kuznets curve.</p>	22
II	<p>The environmental and economic aspects of SD; Why do firms, governments and NGOs adopt sustainable strategies? Tools used by firms to implement their SD strategies.</p> <p>SDGs - Implementation and Reporting by corporate: Environmental dimensions, Social dimensions, Governance dimensions reporting (ESG reporting), Global standards, Reporting requirements in India (SEBI reforms)</p> <p>The SD timeline: World Commission on Environment & Development, 1987; United Nations Conference on Environment & Development, 1992 and Agenda 21; World Summit on Sustainable Development, 2002; Rio +20, Paris agreement on climate change, 2015.</p>	23

Reference Books/ Text Books / Cases:

- * Martin J. Ossewaarde, Introduction to Sustainable Development, Sage Publications
- * Kumar, Surender, Managi, Shunsuke, The Economics of Sustainable Development: The Case of India, Springer Publications.
- * Atkinson, G., Dietz, S., Neumayer, E., Agarwala, M. (eds.). Handbook of sustainable development. Edward Elgar Publishing.
- * Niko Roorda, Fundamentals of Sustainable Development, Routledge Publications, London

Focus: This course focuses on the skill development under the CO1, CO2 and CO4

Intended Outcomes: After completion of the course, student will be able to:

- * Develop understanding of sustainable development with proper teamwork.
- * Identify the unique tools for helping to maintain sustainable overall development.
- * Develop new ventures for solving contemporary national & international Sustainability.
- * Analyze and provide creative solutions to sustainable development.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2, PO3/ PSO4



BAEE0302: RURAL DEVELOPMENT

Introduction: *This course Rural Development: Critical Evaluation enables the students to get in-depth understanding status, program and strategy of rural development.*

Objective: *Make the students aware of the concept of rural development thereby enabling them to understand the rural poverty, rural infrastructure and rural development program.*

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
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I	Definition of Rural Areas – Meaning of Development – Concept of Rural Development – Causes of Rural Backwardness – Nature and Scope of Rural Development in India Rural Housing: Status, Problems and Programmes – Drinking Water Supply: Sources, Problems and Programmes RURAL DEVELOPMENT PROGRAMMES: Evolution of rural development programs in India; Need for a Rural Development Policy; Rural Development Policies in India; Critical Review of India's strategies of Rural Development	22
II	Rural Infrastructure: Bharat Nirman – Prime Minister's Grameen Sadak Yojana – Provision of Urban Amenities in Rural Areas (PURA) – Conventional and Nonconventional Sources of Energy, Critical evaluation of Panchayati Raj Institutions in rural development Rural Unemployment: Types and Magnitude, Agricultural Labour, Marginal Productivity. Agricultural Wages, Wage Fixation: Minimum Wages Act. Rural Poverty: Nature, Trends, Causes and Consequences. Evaluation of Poverty Alleviation Programmes of Government Rural Employment programmes, Employment Guarantee Act: MGNREGA.	23

Reference Books/ Text Books / Cases:

- * Gerald, Meir: Leading Issues in Rural Development, Oxford University Press, New Delhi
- * Misra&Puri : Indian Economy , Himalaya Publishing House, New Delhi
- * Agarwal A.N., KundanLal, Rural Economy of India, Vikas, Delhi.
- * Singh, K. Rural Development Principles, Policies and Management. Sage Publications, Pvt. Ltd.
- * Arora, R.C. Integrated Rural Development. S. Chand& Co. Ltd, New Delhi
- * Sundaram, Satya, Rural Development, Himalaya Publishing House Pvt. Ltd.

Focus: This course focuses on the entrepreneurship under the CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the Causes of Rural Backwardness and dynamics of basic amenities in rural areas
- * Explore the employment issues in rural areas
- * Reproduce the insight about rural development programs and their performance
- * Extend present scenario of rural poverty and wage employment program

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO7, PO2/ PSO2
CO2	PO6, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO3/ PSO4

BAEE0303: WELFARE ECONOMICS

Introduction: *This subject of Welfare Economics features on how an economic outcome can be evaluated from society's point of view.*

Objective: *To enable the students to evaluate economic policy decisions by referring to its social desirability.*

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
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I	<p>Basic economic terms: Basic terminology: economy, scarcity, choice, alternative usage, demand, supply; General equilibrium, Positive versus Normative Economics.</p> <p>Efficiency: Pareto Efficiency or Optimality, Fundamental Theorems of welfare economics, The concept of Externality, Pigou Taxation, Coarse “Theorem”.</p> <p>Public Goods: The concept of public goods, Designing Mechanism, Social Welfare Function and Voting Rights.</p>	23
II	<p>Real National Income and Welfare: Real national income – the concept, what does GDP measure? GDP as a measure of welfare, Chipman -Moore Theorem, Income and Wealth distribution in Capitalist Economies.</p> <p>Economic Justice: Utilitarian Approach, Libertarian View, Rawlsian Theory of Liberal Justice, Amartya Sen’s Approach to Economic Justice.</p> <p>Welfare State: The Economic Role of the State, State intervention to Market Mechanism (incentives, redistribution). State as Insuring Agency (unemployment, sickness, disability)</p>	22

Reference Books/ Text Books / Cases:

- * Yew-Kwang NG . Welfare Economics Introduction and Development of Basic Concept.
- * Just, R. E., Hueth, D. L. and A. Schmitz . The Welfare Economics of Public policy,
- * Silvestre, J: Public Microeconomics, Cheltenham: Edward Elgar.
- * Feldman, A.M.& R Serrano: Welfare Economics and Social Choice Theory. Springer

Focus: This course focuses on the skill development under the CO2 and CO5.

Intended Outcomes: After completion of the course, student will be able to:

- * Elaborate the terminology associated with economics.
- * Examine the fundamental theorems of welfare economics.
- * Explain the concept of national income, GDP, and wealth distribution in capitalistic economies.
- * Propose the approaches of industrial justice and its imperatives.
- * Develop the intervention of the state in the redistribution of incentives and role in providing employment.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO4, PO2/ PSO3
CO2	PO2, PO6/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO3/ PSO4

BAEE0304: HEALTH ECONOMICS

Introduction: *The importance of health in improving well-being is reflected in its inclusion among the Millennium Development Goals adopted by the United Nations member states, which include among other goals, achieving universal primary education, reducing child mortality, improving maternal health and combating diseases. This course provides a framework to analyze, among other things, individual choice in the demand for health and education, government intervention and aspects of inequity and discrimination in both sectors*

Objective: *To provide an introduction to the central issues in health economics and health policy involved in the management of primary health care.*

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>The Determinants of Health: Definition of Health, Health, Good Health and Quality of Life, Health and Development, Income-Health Linkages, Health-Income Linkages, Health Care as an input into the production of Health</p> <p>Health Outcomes and Economic Linkages: Health Status and Trends – Mortality and Life Expectancy, Role of Health in Human Development, Health outcomes and their relationship with macroeconomic performance.</p> <p>Microeconomics of Health Care: Demand for Health and Demand for Medical Care, Supplier Induced Demand, Production of Health Care, Health Care Providers – Physicians, Hospitals and Pharmaceuticals, Role of Technological Changes in Health Care, Sustainability, Equity-Efficiency Trade off.</p>	22
II	<p>Health Cost Concepts: Opportunity Cost, Fixed and Variable Costs, Incremental and Marginal Cost, Direct and Indirect Medical Costs, Time Costs, Travel Costs.</p> <p>Economics of Health Insurance: Health Insurance Market, Information asymmetry – adverse selection, Risk Aversion, Moral Hazard, Health Insurance – Challenges and Problems with Standard Insurance Model, Insurance Concepts, Co-payments, Co-insurance Rates, Deductibles, Group Insurance.</p> <p>Normative Analysis for Health Policy and Projects: Market Failure and Public Intervention, Policy Responses to Market Failures – Market Improving Instruments, Macroeconomic Effects of Mandatory Policies, Health Sector in India – An Overview, Health Systems, Health Financing Literacy Rates.</p>	23

Reference Books/ Text Books / Cases:

- * Jack, W. Principles of health economics for developing countries. World Bank Publications.
- * Bhattacharya, J., Hyde, T. and Tu, P. Health Economics, Palgrave Macmillan.
- * Ehrenberg, R. and Smith, R.. Modern Labor Economics: Theory and Public Policy, Addison Wesley.
- * World Development Report. Investing in Health. The World Bank.
- * Clewer, Ann and David Perkins – Economics for Health Care Management.

Focus: This course is employable under the CO1, CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Discuss the concepts and determinants of health and the aspects of good health.
- * Interpret the linkages between health and economics.
- * Determine the central issues in the delivery of primary health care services.
- * Recommend the role of education and government intervention for the supply of better health services.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
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CO1	PO5, PO2/ PSO2, PSO3
CO2	PO3, PO4/ PSO4
CO3	PO7, PO5/ PSO2
CO4	PO2,PO3/ PSO4

BAEE0401: INDUSTRIAL FINANCE

Introduction: *This subject of behavioural finance features sections on investment, utility, prospect theory and related aspects of decision making in a business environment*

Objective: *To help students appreciate the extension of different models and perspective of investment decision making and identify persistent or systematic behavioral factors that influence investment behavior*

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
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I	<p>Time value of money: Time value of money and opportunity cost of capital; Future Value of a cash flow: concepts of compounding; Present value of a cash flow: concepts of discounting; Valuing different types of cash flows like annuities & perpetuities; Real versus nominal interest rate: Fisher's equation.</p> <p>Utility/ Preference Functions: Expected Utility Theory and Brief History of Rational Thought like Pascal-Fermat to Friedman-Savage. Investment Decision Cycle: Nature and Scope of Judgment under Uncertainty and Risk, Types of risk. Investing Styles and Behavioral Finance: Group Behavior: Conformism, herding, fatal attractions.</p>	22
II	<p>Alternative decision-making rules for investment decision: Accounting Rate of return, Payback period; Net present value rule; Profitability Index; Internal rate of return rule & its pitfalls. Prospect Theory: Meaning, Nature and Compounding Principles and application used in this theory.</p> <p>Sources of Fund: Capital and Capitalization; theories of capitalization, Long term and Short term sources, Financial institutions in India- IDBI, IFCI, ICICI etc and NBFCs.</p> <p>Bond valuation: Different types of bonds and their valuation techniques; bond ratings & rating agencies; concept of yield to maturity; measurement of volatility and duration; term structure of interest rate & determinants of term structure of interest rates.</p> <p>Financial derivatives: Forward contract, Futures contract, options and Swaps.</p>	23

Reference Books/ Text Books / Cases:

- * Lucy Ackert, Richard Deaves. Behavioral Finance: Psychology, Decision-Making, and Markets. South-Western Cengage Learning.
- * Michael M. Pompian. Behavioral Finance and Wealth Management: How to Build Investment Strategies That Account for Investor Biases. Wiley.
- * Daniel Crosby. The Behavioral Investor. Harriman House.
- * M. G. Kohn. Financial Markets and Institutions, OUP.
- * J. Berk, P. DeMarzo and J. Harford. Fundamentals of Corporate Finance, Pearson.
- * Andrei Shleifer. Inefficient Markets: An Introduction to Behavioral Finance. Oxford University Press.
- * H. Kent Baker and John R. Nofsinger. Behavioral Finance: Investors, Corporations, and Markets. Wiley

Focus: This course focuses on the skill development under the CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Summarize the function and contribution of behavioural finance theories in the complex decisions of business.
- * Translate the practical application part of different models and perspectives in the formulation of effective investment pattern.
- * Discover best utility theory for optimum business practices.
- * Reproduce an effective system of persistent behavioural set up so that investor may have a better option of investment policy in the global market

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
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CO1	PO7, PO2/ PSO4, PSO3
CO2	PO3, PO4/ PSO1
CO3	PO6, PO5/ PSO3
CO4	PO2,PO3/ PSO4

BAEE0402: EXPERIMENTAL METHODS OF ECONOMICS

Introduction: This subject is developed considering the recent growth of interest in behavioral considerations; experiments are increasingly used in economics to study human behavior. Students will learn how to design experiments. Basic knowledge of microeconomics and game theory is expected. One of the focuses is on performing and engaging in experiments.

Objective: To enable the students an opportunity to experience economics first-hand and learn how people actually respond to economic incentives or experiments at large. Experimental methods in economics have achieved prominence in the last twenty years and are well on their way to becoming important enough to have a strong influence on theory formulation, policy and the way empirical data is collected and analyzed.

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
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I	<p>Introduction to experimental economics: Definition, Nature, Scope, Objectives, Significance and Implication in today's hi-tech era.</p> <p>Economics in the Laboratory - Opportunities and Challenges, need of the hour</p> <p>Individual preferences: Uncertainty and time - Individual behavior under uncertainty, risk aversion and incentive effects</p> <p>From Puzzle to Experiment- Introduction to experimental design, creating experimental designs, What Makes a Good Experiment? Causality and Validity</p>	22
II	<p>Experimental Designs - Field experiment vs laboratory experiment, Experiments on the Internet, Rational Choice Theory in Experimental Economics</p> <p>Bargaining and Social preferences - Concept, importance and Simple Bargaining Games, Fairness</p> <p>Introduction to Experiments on Game Theory - Game theory: meaning, nature and usage. Types of Game theory, Market and Game Theory Experiments, Market experiments. Decision Theory Experiments, Behavioral Game theory, Guessing Games: Individual Rationality, Trust Game, Best Shot Game, Mean field game theory.</p>	23

Reference Books/ Text Books / Cases:

- * Friedman, D., & Sunder, S. Experimental Methods: A Primer for Economists. Cambridge, UK: Cambridge University Press.
- * Camerer, C. Behavioral Game Theory: Experiments in Strategic Interaction. Princeton, NJ: Princeton University Press.
- * Kagel, J. H., Roth, A. E., & Hey, J. D. The Handbook of Experimental Economics. Princeton, NJ: Princeton University Press.
- * Osborne, M. J. An Introduction to Game Theory. New York: Oxford University Press.

Focus: This course focuses on the skill development under the CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Explain the impact of economic activity and experiment on public at large and its cause and effect relationship.
- * Develop various types of experiment and rationale choice in various circumstances.
- * Interpret the game theory and its large impact on our day to day routine.
- * Adapt the performance and engagement in experiments on theory formulation and policy implementation

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO7, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1
CO3	PO3, PO5/ PSO3
CO4	PO2, PO3/ PSO4

BAEE0403: GAME THEORY

Introduction: *Game theory introduces the students to optimal decision making in interactive settings. This course will deal with the solution concepts for normal form and extensive form games, along with a variety of applications.*

Objective: *The students will learn how to model multi-person decision making in an interactive setting.*

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: What is game? Basic Game Theory concepts. Zero-Sum and Coordination Games, Duopoly Games	22

	Normal form games: The normal form; dominant and dominated strategies; dominance solvability; mixed strategies; Nash equilibrium; symmetric single population games; applications. Extensive form games with perfect information: The game tree; strategies; subgame perfection; backward induction in finite games; commitment; bargaining; other applications	
II	Simultaneous move games with incomplete information: Strategies; Bayesian Nash equilibrium; applications. Extensive form games with imperfect information: Strategies; beliefs and sequential equilibrium; applications. Information economics: Adverse selection; moral hazard; signaling games.	23

Reference Books/ Text Books / Cases:

- * Osborne, M., An introduction to game theory. Oxford University Press.
- * Martin 1. Osborne. A Course in Game Theory, MIT Press,
- * Robert Gibbons, Primer in Game Theory, Financial Times/ Prentice Hall.
- * Binmore, Game Theory: A Very Short Introduction, Oxford University Press; Edition Eighth

Focus: This course focuses on the entrepreneurship under the CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand multi-person decision making in an interactive setting.
- * Learn to formulate different real life situations as game and learn to predict the optimal strategies.
- * Learn that how the players can exploit strategic situation for their own benefit.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO7, PO4/ PSO2, PSO4
CO3	PO3, PO5/ PSO4
CO4	PO2, PO3/ PSO4

BAEE0404: PSYCHOLOGICAL ECONOMICS

Introduction: This subject of Psychological Processes: Individual and Social, intends to familiarize the students with the basics of this subject. The course has been designed keeping in mind the fact that such areas of this field should be covered so that the students can develop a general understanding of the field.

Objective: To enable the students get acquainted with the nature and scope of psychology as a subject, biological basis of behavior and provide basic knowledge about systems and processes like sensation, attention, intelligence and emotions and various aspects of social psychology, group dynamics and social influence.

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
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I	<p>Introduction: Nature and Scope of Psychology, Historical Development and Current Status, Psychology in India.</p> <p>Methods: Experimental, Observation, Questionnaire and Interview, Applications of Psychology.</p> <p>Approaches in Psychology: Behavioristic, Cognitive, & Humanistic.</p> <p>Biological and socio-cultural bases of Behavior: Genes, Glands and Hormones.</p> <p>Sensation: Concept, Definitions and Characteristics.</p> <p>Attention: Nature and Factors influencing attention, Selective and Divided Attention.</p>	23
II	<p>Intelligence: Concepts, Theories of Intelligence: Spearman, Thurstone, Guilford.</p> <p>Emotions: Physiological changes: Theories of Emotion: James-Lange, Cannon –Bard and Schachter - Singer.</p> <p>Social psychology: Nature, Scope and Application of Social Psychology to Social Issues: Environment, Health and Gender issues.</p> <p>Group Dynamics: Structure, Function and Types, Group Cohesiveness, Norms and Decision Making; Social Facilitation, Social Loafing and De Individuation.</p> <p>Social Influence: Conformity, Obedience and Compliance.</p>	22

Reference Books/ Text Books / Cases:

- * Baron, R.A. *Psychology: The essential science*. New York: Allyn & Bacon.
- * Morgan, C.T. and King, R. *Introduction to Psychology*. Tata McGraw Hill Publishing Company Limited, New Delhi.
- * Baron, R.A. and Byron, D. *Social Psychology*. New Delhi: Prentice Hall.
- * Mishra, B. K. *Psychology: The study of human behaviour*. New Delhi: Prentice Hall.
- * Morgan, C.T., King, R.A. Weisz, J.R., Schopler, J. *Introduction to Psychology*, Tata McGraw and Hill.
- * Chadha, N.K. & Seth, S. *The Psychological Realm: An Introduction*. Pinnacle Learning, New Delhi.

Focus: This course focuses on the entrepreneurship under the CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Determine the various aspects of psychology.
- * Evaluate the psychological theories regarding emotions, learning, memory and perception.
- * Assess different methods employed to the understanding of psychology.
- * Distinguish between the concepts such as sensation, attention, intelligence and emotions.
- * Explain different aspects of social psychology, group dynamics and social influence.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3



CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO7,PO3/ PSO4

BAEE0501: PRODUCTION PLANNING & BEHAVIOUR

Introduction: *This course in production and planning management intends to familiarize the students with the basics of this subject. The course has been designed keeping in mind the fact that such areas of this field should be covered so that the students can develop a general understanding of the field.*

Objective: *To acquaint the students with the concepts related to productions and operations management. To demonstrate the understanding of plant location and layout decisions in production system. To make them understand how planning and control are carried out vis-à-vis production. To highlight the significance which inventory and quality management plays in the field of production and operations.*

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
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I	<p>Introduction to Production and Operation Management: Definition, Need, Production System & its elements, Types of Production Systems. Brief history, Objectives & Scope of Production and Operations Management.</p> <p>Location Planning –Meaning, Significance, Factors Influencing & Methods.</p> <p>Plant Layout – Concept, Significance & Types, Concept of Assembly Line.</p> <p>Production Planning & Control: Concept, Need, Factors, Types and Elements of Production Planning, Production Scheduling, Materials Requirement Planning (MRP), Concept, Objectives & Elements of Production Control, Pre-requisites of Effective Production Planning & Control System.</p>	22
II	<p>Plant Maintenance - Concept, Importance & Types, Productivity - Concept, Significance & Measurement, Techniques for Productivity Improvement.</p> <p>Inventory Management: Meaning, Need & Types of Inventory, Meaning, Objectives and Functions of Inventory Control, Models of Inventory Control – Fixed Quantity System, Fixed Period System, EOQ Model, ABC Analysis, VED Analysis.</p> <p>Quality Management: Meaning & Determinants of Quality and Quality Control, Statistical Quality Control, Control Charts & Acceptance Sampling. An overview of Total Quality Management (TQM).</p>	23

Reference Books/ Text Books / Cases:

- * Bedi, K. Production & Operations Management. New Delhi: Oxford University Press.
- * Buffa, E. S., & Sarin, R. K. Modern Production / Operations Management. New Delhi: Willey India.
- * Chunawalla, S. A., & Patel, D. R. Production & Operations Management. New Delhi: Himalya Publishing House.
- * Mahadevan, B, Operations Management: Theory & Practice, 3rd ed., Pearson Education.
- * Gupta, C. B. Operations Management and Control. New Delhi: Sultan Chand & Sons.
- * Khachru, U. Production & Operations Management. New Delhi: Excel Books.
- * Khanna, R. B. Production & Operations Management. New Delhi: Prentic-Hall India Pvt. Ltd.
- * Saxena, J. P. Production & Operations Management. New Delhi: Tata McGraw Hill.

Focus: This course focuses on the skill development under the CO1 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the role of production and operations management in achieving organizational competitiveness.
- * Associate the concepts of production planning & control and plant maintenance management in operations.
- * Discuss key decision areas of operations and analyze data for effective decision making in inventory management and quality control

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO6, PO4/ PSO1, PSO4

CO3	PO3, PO5/ PSO4
CO4	PO2,PO3/ PSO3

BAEE0502: RESOURCE ECONOMICS & MANAGEMENT

Introduction: Resource economics focuses on the supply, demand, and allocation of the Earth's resources. It studies interactions between economic and natural systems, with the goal of developing a sustainable and efficient economy. It also helps in understanding market and other values associated with resources and environment use and management decisions.

Objective: The objective of this course is to prepare students to understand the interaction between resource eco-system and economic system.

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Meaning and Importance of Resources, Resources and Development, Natural Resources and Sustainable Development.	22

	<p>A resource taxonomy, Resource scarcity, Dimensions of resource scarcity, Physical and economic measures, Renewable resources, Growth curves, Mc Kelvy's resource diagram, The rate of exploitation, Costs and revenues, Preservation values, Exhaustible resources, Principles of exhaustible resource use, Optimal resource use.</p> <p>Theories of Exhaustible Resources: Contribution of Adam Smith, David Ricardo, Alfred Marshall and Hotelling Theory of Exhaustible Resources.</p>	
II	<p>Nonrenewable Resource and Economic Systems: Supply of nonrenewable resource, Global scarcity or increasing abundance, Economics of recycling, energy trends and projections; energy supplies, renewable energy sources, economics of alternative energy futures, policies for energy transition</p> <p>National income and environmental accounting: Greening the National income accounts, Environmentally adjusted Net Domestic Product, Environmental asset accounts, Gross ecosystem product, and Ecological footprint.</p> <p>Resource Management: Natural resource crisis and its impacts on the livelihood of people, Importance of sustainable resource management, Role of national and international organizations in the promotion of sustainable resource use and management.</p>	23

Reference Books/ Text Books / Cases:

- * M. Murty, S. Kumar: Environmental and Economic Accounting for Industry, Oxford University Press.
- * Rajalakshmi and DulasiBrinda. Environmental Economics, New Age International Publisher, New Delhi.
- * Sankar U. (Ed.), Environmental Economics, Oxford University Press, New Delhi.
- * R. Perman, Y. Ma, J. Mcgilvray: Natural Resource and Environmental Economics, Pearson India.
- * Karpagam M. Environmental Economics, Sterling Publishers Pvt. Ltd, New Delhi.
- * Kolstad, C.D., Environmental Economics, Oxford University Press, New Delhi.

Focus: This course focuses on the entrepreneurship under the CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Adapt the role of resources and its optimum utilization in the economy.
- * Compare the connection and interdependence between economics and natural ecosystem.
- * Design the various theories of resource economics.
- * Measure the new notion of sustainable development through resource accounting

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO3/ PSO4

BAEE0503: OPERATIONS RESEARCH

Introduction: Operational Research (OR) is a discipline to aid decision making and improving efficiency of the system by applying advanced analytical methods. As a formal discipline it originated in the efforts of military planners during World War II.

Objective: To enable the students to understand the scientific methods of providing various departments of an organization with a quantitative basis of decision making and enable the students to understand the importance of various tools and techniques in finding optimal solutions to problems involving limited resources in the form of Men, Materials and machinery.

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
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I	<p>Introduction: Evolution, Definitions, Scope, Applications of operation research. Characteristics and limitations, models used in Operation Research.</p> <p>Linear Programming: Formulation of problems as L.P.P. Solutions to LPP by graphical method (Two Variables), Simplex method, Sensitivity analysis.</p> <p>Transportation Problem: Formulation of transportation problem, types, initial basic feasible solution using North-West Corner rule, Vogel's Approximation method. Optimality in Transportation problem by Modified Distribution (MODI) method.</p>	22
II	<p>Assignment Problem- Formulation, Solutions to assignment problems by Hungarian method, unbalanced, Maximization assignment problems.</p> <p>Queuing Theory: Queuing systems and Characteristics of M/M/1 queue model, Pure-birth and Pure-death models (only equations), Kendall & Lee's notation of Queuing, empirical queuing model.</p> <p>Network analysis: Introduction, Construction of networks, Applications of CPM and PERT techniques in project planning and control, Crashing of networks- Problems.</p>	23

Reference Books/ Text Books / Cases:

- * Operations Research, P K Gupta and D S Hira, S. Chand and Company LTD. Publications.
- * Operations Research, An Introduction, Seventh Edition, Hamdy A. Taha, PHI Private Limited.
- * Operations Research, Theory and Applications, Sixth Edition, J K Sharma, Trinity Press, Laxmi Publications Pvt. Ltd.
- * Operations Research, A M Natarajan, P Balasubramani, Pearson Education.
- * Introduction to Operations Research, Hillier and Lieberman, McGraw Hill
- * N D Vohra, Quantitative techniques in management, Tata McGraw-Hill Education

Focus: This course focuses on the skill development under the CO1 and CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Develop Real-time Behavioural skills in solving Management problems
- * Develop Creative analytics and using digital tools to efficiently find solutions.
- * Cultivate specific managerial competencies in solving various networking problems.
- * Develop a sense of gaining good command over Operations management to explore new career prospects.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO7, PO4/ PSO2, PSO3
CO2	PO2, PO3/ PSO1, PSO4
CO3	PO6, PO5/ PSO4
CO4	PO2, PO3/ PSO4

BAEE0504: INDUSTRIAL BEHAVIOURAL ECONOMICS

Introduction: *This subject provides knowledge about the economics of industry in a cogent and analytical manner, particularly in the Indian context.*

Objective: *To acquaint students with the basic issues such as productivity, efficiency, capacity utilization and debates involved in the industrial utilization and debates involved in the industrial development of India.*

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Framework and Problems Related to Industrial Economics: Concept and organization of a firm – ownership, control and objectives of the firm; Passive and active behavior of the firm.	23

	<p>Market Structure: Sellers' concentration; Product differentiation; Entry conditions; Economies of scale; Market structure and profitability; Market structure and innovation; Theories of industrial location, Factors affecting location.</p> <p>Market Performance: Growth of the firm – Size and growth of a firm; Growth and profitability of the firm; Constraints on growth; Productivity, efficiency and capacity utilization – Concept and measurement, Indian situation.</p> <p>Indian Industrial Growth and Pattern: Classification of industries; Industrial policy in India – Role of Public and private sectors; Recent trends in Indian industrial growth; MNCs and transfer of technology; Liberalization and privatization; Regional industrial growth in India; Industrial economic concentration and remedial measures.</p>	
III	<p>Industrial Finance: Owned, external and other components of funds; Role, nature, volume and types of institutional finance – IDBI, IFCI, SFCs, SIDC, commercial banks, etc.; Financial statement – Balance sheet, Profit and loss account; assessment of financial soundness, ratio analysis.</p> <p>Project Appraisal: Cost benefit analysis – Net Present Value (NPV) and internal rate of return (IRR) criteria – balancing private and social returns.</p> <p>Industrial Labor: Structure of industrial labour; Employment dimensions of Indian industry; Industrial legislation; Industrial relations; Exit policy and social security; Wages and problem of bonus – labour market reforms.</p> <p>Current Problems of Selected Industries: Iron and Steel; Cotton textiles; Jute; Sugar; coal; Cement and engineering goods; Development of small-scale and cottage industries in India.</p>	22

Reference Books/ Text Books / Cases:

- * Ahluwalia, I. J., Industrial Growth in India, Oxford University Press, New Delhi.
- * Barthwal, R. R., Industrial Economics, Wiley Eastern Ltd., New Delhi.
- * Cherunilam, F., Industrial Economics: Indian Perspective (3rd Edition), Himalaya Publishing House, Mumbai.
- * Desai, B., Industrial Economy in India, Himalaya Publishing House, Mumbai

Focus: This course is employable under the CO1, CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Evaluate the concept and framework adopted by the government for the growth of Indian Industries.
- * Examine the various market structure and theories of industrial location.
- * Interpret the constraint of growth of a firm and its relation with market performance.
- * Determine the availability of finance and the sources available.
- * Solve the problems associated behind the industries like jute, sugar, coal, cement and engineering goods etc.
- * Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3



CO2	PO6, PO4/ PSO2, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO3/ PSO4

BCME0201: ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

Introduction: *This subject exposes students to the objectives, challenges, and requirements for effectively managing small business and entrepreneurship traits.*

Objective: *To enable the students to take key decisions required of the entrepreneur/manager, the driving forces of the small/family business*

Credits: 04

Semester V

L-T-P: 4-0-0

Module No.	Content	Teaching Hours
I	Introduction to Entrepreneur & Entrepreneurship: Meaning of entrepreneur entrepreneurship, and Intrapreneur. Functions of the entrepreneur; types of entrepreneur, entrepreneurial traits & skills.	22

	Stages in entrepreneurial process, Theories of entrepreneurship, Barriers to entrepreneurship, Family business: importance, types, entrepreneurs vs. manager. Women Entrepreneur – Role & Challenges. Entrepreneurial development and Government- Concept and meaning of entrepreneurship development, Economic and non economic factors for stimulating entrepreneurship development.	
II	Need for entrepreneurship development programmes (EDPs), Objectives of EDPs, NIESBUD, SISI – their roles and activities. Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available. Managing Small Business and Creating New Ventures: Sources of new Ideas, Methods of generating ideas, creating problem solving, product planning and development process. Nature and scope of Business plan, Writing Business Plan, Evaluating Business plans, Using and implementing business plans. Classification of small business, Role of SSI in Indian economy, Sickness in small industries and its remedies. CSR of Small Business.	23

Reference Books/ Text Books / Cases:

- * Khanka, S. S., 'Entrepreneurial Development', S.Chand and Company Limited, New Delhi, 2001.
- * Lall M, Sahai S, Entrepreneurship, Excel Books, 2006.
- * Charanthimath, Entrepreneurship Development Small Business Enterprises, Pearson Education, 2008
- * Desai, V; Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2009

Focus: This course focuses on the entrepreneurship under the CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the underlying principles of entrepreneurship and nuances of business.
- * Develop the tactics for upholding the businesses market position.
- * Formulate a business plan as an entrepreneur.
- * Recognize the challenges and devise strategies to cope up with the current business scenario.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO6, PO2/ PSO2, PSO3
CO2	PO4, PO7/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO3/ PSO4

BBAE 0106: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Introduction: This subject enables the students to give more emphasis on broader HR issues *by experiencing, verbalizing, and writing thoughtfully about different cultures and human resource issues.*

Objectives: *To enable students with regard to gaining insights into how international human resource management has played a crucial role in the overall scheme of things for an organization.*

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Introduction to IHRM Definition, Approaches to IHRM, Difference between IHRM and Domestic HRM. Traditional and modern perspectives in HRM; Themes in HRM; Contemporary global trends in International- HRM, IHRM trends- Complexities, challenges, and choices in future.	22

	Recruitment, Selection and staffing in International context: International Managers- parent country nationals, third country nationals, host country nationals, Selection strategies for overseas assignments, International transfers;	
II	Expatriate Management- Problems of repatriation of overseas expatriates and strategies to tackle these problems. Recruitment methods using head-hunters, e-recruitment, international staffing issues. Performance Management: performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management, Training and development in international context: training & development of international staff, types of expatriate training, HCN training. International Compensation: Forms of compensation, Approaches to international compensation.	23

Reference Books/ Text Books / Cases:

- * Aswathappa, K. International Human Resource Management. New Delhi: Tata McGrawHill.
- * Gupta, S. C. International Human Resource Management. New Delhi: Macmillan Publishing.
- * Rao, P. L. International Human Resource Management. New Delhi: Excel Books.
- * Rao, P. S. International Human Resource Management. Mumbai: Himalaya Publishers.
- * Tayeb, M. H. International Human Resource Management. New Delhi: Oxford University Press.

Case Study:

- * Conflicting expectations: where pay and performance collide Page no. 299, IHRM: managing people in a multinational context- Peter J. Dowling, Denise E Welch

Focus: This course focuses on the skill development under the CO2, CO4 and CO5.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the Concept and trends of IHRM and appreciate how and why it has become so critical.
- * Describe the significance of IHRM with regard to competitiveness.
- * Define issues that impact recruitment, selection and staffing in international context.
- * Understand the future challenges related to IHRM.
- * Highlighting the core concepts of Human Resource Management in International context.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO2, PO3/ PSO4, PSO3
CO2	PO2, PO4/ PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO3/ PSO4, PSO1

BCME0202: PRINCIPLES OF BUSINESS MANAGEMENT

Introduction: *This course covers a variety of management concepts based on traditionally accepted management theory and represent practical tools that managers commonly use to meet organizational challenges and objectives*

Objective: *To provide a basis of understanding to the students with reference to working of business organization through the various principles & concepts of business management*

Credits: 04

Semester V

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Concept of Management, Management: Art and Science, Management Vs Administration, Levels of Management, Functions of management, Management as a Profession. Evolution of Management thought: Early contributions: Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Human Relations, Social and Ethical issues in	22

	<p>management, Challenges of managing 21st century corporations/organization.</p> <p>Overview of Planning: Types of Plans & The planning process; Management by objectives Decision making: Process, Types and Techniques. Control: Function, Process and types of Control.</p> <p>Organising: Concept, nature, process and significance; Authority and Responsibility relationships- Delegation, Decentralisation;</p>	
II	<p>Departmentation basis and formats (Project and Matrix); Formal and Informal Organisation; Changing patterns in Organisation structures in the Knowledge economy.</p> <p>Directing: Motivating and Leading People at work- basic concepts; Communication- nature, process, networks and barriers; Effective Communication.</p> <p>Strategic Management: Definition, Levels of Decision, Strategy, Relevance of strategic management and its benefits, strategic management in India, Management by objectives (MBO), MBO process, Balanced Score Card (BSC), BSC vs. MBO.</p> <p>Recent Trends in Management: Social responsibility of management – environment friendly management, management of change, management of crisis, Total Quality Management (TQM), stress management.</p> <p>Recent developments in the field of Management in a global perspective.</p>	23

Reference Books/ Text Books / Cases:

- * Horold Koontz and Iteinz Weibrich, Essential of Management, McGrawhills International.
- * Robbins & Decenzo. Fundamentals of Management: Essential Concepts and Applications. New Delhi: Pearson Education.
- * N.K. Sahani, Management Concept and Organizational Behaviour, Kalyani Publisher, N. Delhi.
- * Durai, P. Principles of Management, Text and Cases. New Delhi: Pearson Education.
- * Burton Gene and Manab Thakur. Management Today Principles and Practice. Tata McGraw Hill, New Delhi.
- * Prasad, Lallan and S.S. Gulshan. Management Principles and Practices. S. Chand & Co. Ltd., New Delhi.
- * Govindarajan & Natarajan, Principles of Management, Prentice Hall of India Pvt. Ltd. New Delhi.
- * Weihrich, Heing and Harold Koontz, Management: A Global Perspective, Mc-Graw Hill, NewDelhi.
- * Luthans, Fred, Introduction to Management, Tata McGraw Hill.
- * Jones, Gareth R. and Jennifer M. George, Contemporary Management, Tata McGraw Hill.
- * Ghuman, K. and K. Aswathappa, Management: Concepts, Practice and Cases, Tata McGraw Hill.
- * Charles Hill, W.L. and Steven L.McShane, Principles of Management, Tata McGraw Hill.

Focus: This course focuses on the entrepreneurship under the CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic principles of management.
- * Discuss the various management processes, functions and principles.
- * Identify the behavioral processes in the organization.
- * Understand the new developments in the field of business management.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO2, PO3/ PSO2, PSO3
CO2	PO4, PO5/ PSO1, PSO4
CO3	PO3, PO6/ PSO3
CO4	PO7,PO2/ PSO4

BBAE0102: INDUSTRIAL RELATIONS

Introduction: This course serves as an introduction into the field of industrial relations. Students will learn about the history of the field and an introduction to labour unions.

Objectives: To enable the students with regard to various models of dispute resolution, labour-management cooperation, dispute settlement machineries and other Industrial relation issues

Credits: 04

Semester V

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Industrial Relations: Meaning, objectives, scope, determinants of Industrial relations, Factors affecting Industrial relation.</p> <p>Approaches to Industrial relation: Psychological, Sociological, Human Relation, Socio-ethical, Gandhian, system Approach.</p> <p>Trade Unionism- Concept, objectives of Trade Unions and Methods of achieving the objectives; Features and functions of trade unions.</p>	23

	Industrial Disputes: Concept, Features, causes, classification of industrial disputes. Methods of prevention of Industrial Disputes: Tripartite and Bipartite bodies, Standing orders and grievance procedure, Ethical codes, collective bargaining.	
II	Industrial Dispute Settlement Machinery: (conciliation, arbitration and adjudication) - Work Committees, Conciliation, Board of Conciliation, Court of enquiry, Labour Court, Industrial Tribunal, National Tribunal, Grievance handling. Workers' Participation in Management: Concept, purpose and significance of participation; Forms of participation: information sharing, consultation, association of workers, joint decision-making and Board of Directors. International Labor Organization: An Introduction to ILO: origin, objectives and structure of ILO. Impact of Globalization & Information Technology on IR, Role of Human Resource Development in Developing Industrial Relation.	22

Reference Books/ Text Books / Cases:

- * Mamoria, C. B., Mamoria, S., & Gankar, S. V. Dynamics of Industrial Relations. New Delhi: Himalaya Publishing House.
- * Monnapa, A. Industrial Relations. New Delhi: Tata McGraw Hill.
- * Sen, R. Industrial Relation in India. New Delhi: Macmillan India.

CASE:

- * CGC limited, Chapter no. 14, Pg No. 440, Ratnam, C.S. Venkata, Industrial Relation, Oxford University Press

Focus: This course focuses on the skill development under the CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the history and models of the Industrial Relations system.
- * Discuss genesis of industrial conflicts and disputes.
- * Describing the functioning of various Industrial conflict settlement machineries.
- * Discussion on latest issues and challenges in labor laws and welfare facilities of employees in corporate sector.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO7, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO6, PO3/ PSO4

BAEC0808: COMPETITIVE APTITUDE - V

Introduction: This subject of Competitive Aptitude-V has been designed keeping in mind the requirements of those students who intend to pursue higher education in management and to prepare them to successfully achieve this target.

Objective: To help students develop the skills of simplifying their calculations and develop their skills to solve Problems or situations that involve logical thinking call for structure, for relationships between facts, and for chains of reasoning that “make sense”.

Credits: 02

Semester V

L-T-P :0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	Quantitative Aptitude:- Mensuration:- Surface area and volume of Cube & Cuboid, Prism and Lateral surface area, Whole surface area, Volume of right Prism. Curved surface area, Whole surface area and Volume of Cylinder. Slant	22

	<p>Surface area, Whole surface area, Volume of a Pyramid. Curved and whole surface area and volume of Cone. Frustum of Pyramid and Cone.</p> <p>Reasoning Ability: Selection: Selection of the teams, committees, groups based on given information. Problem solving methodology based on selection.</p> <p>Alphabet Reasoning: Alphabet Test, Alphabet series, sequencing and ordering, Rank of a given word, Dictionary Arrangement, Letter arrangement in a given sentence or word.</p> <p>Quantitative Aptitude:</p> <p>Linear Inequalities: Introduction of word problems based on Inequalities. Solving methods of inequality equation. Finite and infinite solution etc.</p> <p>Data Sufficiency: Type of data sufficiency. Basic approach to solve data sufficiency questions. Data sufficiency problems based on Quant Topics.</p>	
II	<p>Reasoning Ability:</p> <p>Data Sufficiency: Type of data sufficiency. Basic approach to solve data sufficiency questions. Data sufficiency problems based on Reasoning topics.</p> <p>Quantitative Aptitude:</p> <p>Logarithms: Introduction. Properties of Logarithms and Laws Of Logarithms. Generalization. The Characteristics and Mantissa of a Logarithm. Base Change Rule. Results on Logarithmic Inequalities.</p> <p>Surds & Indices: Basics of arithmetic rules and operations. Simplification and comparison of given surds and indices etc.</p> <p>Reasoning Ability:</p> <p>Binary logic: Basic problems based on true and false. Uses in deductive reasoning. Problem solving questions based on binary logics.</p>	23

Reference Books/ Text Books / Cases:

- * How to prepare for Quantitative aptitude test for CAT , by Arun Sharma, Fifth edition, T.M.H publication
- * How to Crack Test of Reasoning: In All Competitive Exam , by jaikishan and premkishan, Arihant publication
- * Analytical Reasoning Revised Edition by, M.K pandey, BSC publication
- * Quantitative aptitude by R.S aggarwal for Bank P.O/I.B.P.S P.O/A.A.O / Railways , S. chand publication
- * Patodi, B, Choudhary, A, Verbal Ability & Comprehension for CAT/ XAT/ IIFT/ CMAT/ MAT/ Bank PO/ SSC 2nd Edition, New Delhi, Disha Publication
- * Saxena, V, Bhatia, V, Crack WAT/GD/PI for MBA Admissions(Must for CAT/ XAT/ IIFT/ FMS/ SNAP/ NMAT/ CMAT Aspirants), New Delhi, Disha Publication

Focus: This course focuses on the skill development under the CO1, CO2, CO3 and CO4

Intended Outcome: After completion of the course, student will be able to:

- * Develop reasoning ability
- * Develop problem solving ability of tricky mathematics
- * Extend Quantitative ability.
- * Predict the problem and analyse with respect to different situations.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO3, PO4/ PSO2, PSO3
CO2	PO2, PO7/ PSO1, PSO4
CO3	PO1, PO5/ PSO3
CO4	PO6,PO3/ PSO4

BAEC0809: PRACTICAL ON ECONOMIC ASPECTS - V

Introduction: The course intends to acquaint the students with the practical concepts and techniques of economic problems and approaching their solutions with an open-minded approach.

Objective: To make the students aware as to how they can apply the underlying concepts, mechanisms and practical orientedness related to economics in numerous situations in a formal setting

Credits: 02

Semester V

L-T-P: 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Gaining Pragmatic Understanding on Issues in Growth, Development and Sustainability:</p> <p>Classroom Discussion on the various issues which affect growth in the context of developed and developing nations and the underlying difference between the two.</p> <p>Interaction-based exercises highlighting the applicability of various aspects related to development in the contemporary</p>	22

	<p>setting in different economies based on overall understanding related to them</p> <p>Sustainability-driven classroom activities thus highlighting the implications which the phenomenon of sustainability can have in the success of an economy</p> <p>Practical applications of methods for valuation of environmental goods and services and quantification of environmental damages</p> <p>Classroom engagement related to practical applications of methods used with regard to valuing environmental goods as well as services.</p>	
II	<p>Practical sessions on major trends in economic indicators and policy debates in India in the post-Independence period, with particular emphasis on paradigm shifts and turning points</p> <p>Engaging students to brainstorm on economic parameters in the post-independence period especially the milestones achieved from time to time</p> <p>Group discussions among students emphasizing paradigm shifts in the Indian economy over the past decades</p> <p>Classroom participative sitting on the turning points in the Indian economy which reshaped the set-up in a revolutionary manner</p>	23

Reference Books/ Text Books / Cases:

- * Atkinson, A. and Stiglitz, J. Lectures in Public Economics, McGraw Hill, London.
- * Joseph E. Stiglitz and Carl E. Walsh, Economics, W.W. Norton & Company, Inc., New York, International Student Edition.
- * Kaushik Basu, and A. Maertens (ed.), The Oxford Companion to Economics in India, Oxford University Press.
- * Paul R. Krugman, Maurice Obstfeld and Marc Melitz, International Economics, Pearson Education Asia.

Focus: This course focuses on the entrepreneurship under the CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Develop practical knowledge of economic indicators and policy
- * Understand the factors which are affecting growth
- * Discover how to practically quantify environmental damages
- * Classify practical aspects related to Indian economy over the past decades

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO6, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO7/ PSO4

BAEC1008: ECONOMETRICS

Introduction: *This course in Econometrics features concepts, general awareness and basic introductory aspects in Econometrics*

Objective: *The goal is to help the students develop a solid theoretical background in introductory level econometrics along with working knowledge of practical problems*

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Nature and Scope of Econometrics Definition and scope of econometrics; Methodology of econometric research. Statistical Inference Normal distribution; chi-square, t- and F-distributions; Confidence intervals; Testing of hypothesis; Defining statistical hypotheses, Distributions of test statistics,	22

	Testing hypotheses related to population parameters; Type-I and Type-II errors; Scaling and units of measurement. Simple Linear Regression Model: Two Variable Case- Assumptions, Estimation of model by method of ordinary least squares, Properties of estimators; Gauss- Markov Theorem, interpretation of regression coefficients, Testing of regression coefficients, Goodness of fit.	
II	Problems of heteroscedasticity; Autocorrelation (first order); Multicollinearity – their consequences, tests and remedies. Multiple Linear Regression Model- Assumptions, Estimation, of parameters; Interpretation of regression coefficients; Testing of regression coefficient; Partial regression coefficients; Functional Forms of Regression Models; R^2 and Adjusted R^2 , Dummy variable and uses of dummy variables; Forecasting.	23

Reference Books/Text Books/Cases:-

- * Jan Kmenta , Elements of Econometrics, Indian Reprint, Khosla Publishing House.
- * Jay L. Devore, Probability and Statistics for Engineers, Cengage Learning.
- * D. N. Gujarati and D.C.Porter, Essentials of Econometrics, McGraw Hill International Edition.
- * Christopher Dougherty, Introduction to Econometrics, OUP, Indian edition.

Focus: This course focuses on the skill development under the CO1, CO2 and CO4.

Intended Outcome- After completion of this course, students will able to

- * Discuss both the theoretical and the practical aspects of statistical analysis
- * Develop techniques for estimating econometric models of various kinds
- * Test the regression methods for analyzing data in economics.
- * Construct the ability to implement the techniques and to critique empirical studies in economics.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO3/ PSO4



BBAE0301: INTERNATIONAL FINANCIAL MANAGEMENT

Introduction: *This subject enables the students to develop awareness about international financial management and related practices as found*

Objectives: *To enable the students to gain insights into the role of the various global institutions, their structures as well as international trade in India.*

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: International Financial Management and Domestic Financial Management, Nature and Scope of International Financial Management International Monetary System and its evolution – Gold Standard, Bretton Woods System, Exchange Rate Regime. International Financial Flows , Balance of Payment – Structure, Disequilibrium and Adjustment.	22

	Foreign Exchange Market: Introduction, Features, Participants, Exchange Rate Quotation, Segments of Foreign Exchange Market – Spot Market, Forward Market, Futures & Options, Concept of Speculation, Arbitrage and Hedging in Foreign Exchange Market	
II	Exchange Rate Determination: Mechanism, Factors, Theories – PPP & IRP Exchange Rate Risk: Concept, Types and Risk Management Techniques – Internal & External. International Working Capital Management: Overview, International Cash Management, International Receivables Management, International Inventory Management. International Financial Market: Overview, International Equity Market – ADR and GDR, International Bond Market – Foreign Bond & Euro Bond Financing of Foreign Trade: Modes of Payments in International Trade – D/A, D/P, Letter of Credit etc. Methods of Trade Financing – Pre-shipment and Post-shipment etc.	23

Reference Books/ Text Books / Cases:

- * Apte, P. G. International Financial Management. New Delhi: Tata McGrawHill.
- * Jain, P. K., Peyrard, J., & Yadav, S. S. International Financial Management. New Delhi: Macmillan Publishers India Ltd.
- * Srivatava, R. M. Multinational Financial Management. New Delhi: Excel Books.
- * Varshney, R. L., & Bhashyam, S. International Financial Management. New Delhi: Sultan Chand & Sons.
- * Vyuptakesh, S. International Financial Management. New Delhi: Prentice-Hall of India

Focus: This course is employable under the CO1 and CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the various aspects of international financial management
- * Learn about the various international economic groups
- * Discuss about the numerous international institutions
- * Identify the changing scenario of the international economic environment

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO6, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1
CO3	PO3, PO5/ PSO3
CO4	PO2, PO3/ PSO4

BAEE0102: MERGERS & ACQUISITIONS IN ECONOMY

Introduction: This subject of Merger & Acquisitions features section of concepts, legal aspect of Merger & Acquisitions, general awareness and related aspects.

Objective: Develop understanding of the economic activity of Merger & Acquisitions taking place in the Indian economy.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Mergers and Acquisitions: Concept, Classification of Mergers Motives behind Merger & Acquisitions, Process of Merger & Acquisitions Reasons for failure ,Reverse Merger , Recent Examples of Merger & Acquisitions in India Concept of Acquisition and types of Acquisitions Corporate Restructuring: Concept, Reasons for Restructuring, Barriers to Restructuring, Types of Corporate Restructuring, Cross Border Acquisition: Concept, Benefits of Cross Border Acquisitions, Difficulties in Cross Border Acquisition.	23



	Legal issues in Merger & Acquisitions: Provision for Merger & Acquisitions under Companies Act, 2013.	
II	SEBI Buyback of Securities Regulations , SEBI (Substantial Acquisition of shares and, Takeover Regulations), SEBI (Delisting of Securities) Guidelines, Provisions of Income Tax Act. Takeover: Concept , Takeover Defence tactics, Benefits and disadvantages of Takeover, Divestiture: Concept, benefits, Types of Divestiture, Reasons for Divestiture. Going Private and Leverage Buyout: Concept, Types of Leverage Buyouts, Concept of Employee Stock Ownership (Only Theory), Funding options for Merger & Acquisitions.	22

Reference Books/ Text Books / Cases:

- * Prasanna Chandra, Financial Management: Theory and Practice, TMH
- * Prasant Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas Publication
- * Aurora, Shetty, Kala, Mergers and Acquisitions, Oxford
- * Bhagaban Das, Debdas Rakshit, Sathya Swaroop Debasish, Corporate restructuring: Merger, acquisition and other forms, Himalaya.

Focus: This course focuses on the skill development under the CO1 and CO2.

Intended Outcomes: After completion of the course, student will be able to:

- * Elaborate the economic activity of M & A taking place in the Indian economy. Ability to examine the merger and acquisition process in the capital market.
- * Develop the leading methods used in the valuation of a firm for merger analysis.
- * Estimate the techniques of corporate restructuring.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO7, PO6/ PSO2, PSO3
CO2	PO5, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2, PO1/ PSO4



BAEE0103: ECONOMIC ASPECTS OF EXPORT & IMPORT

Introduction: This subject is to familiarize students with the procedures and documentation relating to foreign trade operations, and to train them to handle the documentary work concerning export- import business.

Objective: To enable the students gain insights into the procedure and documentation. To assist students how to go about expanding the horizon of their business by going international.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Regulatory institute & Environment: FEMA, EXIM Policy, ECGC Export Promotion council, commodity boards – Role and functions of Export Promotion council, Commodity boards, Directorates of commercial intelligence and statistics, Indian trade promotion organization, Incentives for Export Promotion Terms of International Payments, Export Financing – Pre Shipment Credit, Post Shipment Credit, EXIM Bank.	23

	Export Procedure: Registration of exporters, Export Procedure, Quality Control and Pre-shipment Inspection – inspection agencies.	
II	<p>Procedure for Excise and Custom Clearance, Shipment of Cargo and Clearance, Cargo Insurance, Export by Air or Post Parcel, Role of Clearing & Forwarding Agent, Procedure for Availing Export Incentives.</p> <p>Export Documentation: Performa invoice, commercial invoice and its attestation, packing list, Inspection, certificate, certificate of origin, GSP certification, shipping bills, A.R, A.R(4) forms, Mate receipts, GR-Forms or SDF, Marine insurance policy, ECGC policy, bill of exchange, bank certificate for Export B/L, AWB, Special Consular Invoice- bill of entry and airway bill.</p>	22

Reference Books/ Text Books / Cases:

- * Kapoor, D. C. Export Management. Noida: Vikas Publishing House
- * Kumar, A. Export & Import Management. New Delhi: Excel Books.
- * Paul, J. & Aserkar, R. Export Import Management. New Delhi: Oxford University Press.
- * Rai, U. K. Export-Import and Logistics Management. New Delhi: PHI Learning.
- * Ramagopal, C. Export Import Procedure – Documentation and Logistics. New Delhi: New Age International.

Focus: This course focuses on the entrepreneurship under the CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Discuss about the regulatory framework of exports.
- * Estimate the environment factors related to exports.
- * Elaborate the basic procedure and documents related to exports.
- * Propose the different modes of payments and finance for exports.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO6, PO7/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO1,PO3/ PSO4

BFBE0201: INTERNATIONAL BUSINESS ENVIRONMENT

Introduction: *This course on international business environment would help the students in getting a fair understanding of the international business related issues by various firms.*

Objectives: *To enable the students learn nature, scope and structure of international business, To make students understand the influence of environmental factors on international business*

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to International Business: Importance, nature and scope of International Business; Process and Modes of entry into International Business and its managerial implications; MNCs and their involvement in International Business; Issues in foreign investments, technology transfer, pricing and regulations;</p> <p>International Business Environment: Economic, Political, Cultural and Legal Factors affecting environments in International Business.</p>	22

	Balance of Payment Account: Concept and significance of balance of payments account; Current and capital account components and accounting system; Balance of payment deficits and correction policies.	
II	<p>Global Trading and Investment Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Foreign investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and their impact on trade and investment flows.</p> <p>International Economic Institutions and Agreements: WTO and Developing Countries, IMF, World Bank, UNCTAD, International commodity trading and agreements.</p> <p>Global Human Resource Management: Selection, Development, Performance Appraisal and Compensation, Motivating employees in global context and managing groups across cultures, Multicultural management.</p> <p>Contemporary Issues in International Business: Labor and Environmental Issues. Recent development in Corporate Social Responsibility and Policy Implications</p>	23

Reference Books/ Text Books / Cases:

- * Bennet, Roger, *International Business*, Financial Times, Pitman Publishing, London.
- * Bhattacharya, B., *Going International: Response Strategies of the Indian Sector*, Wheeler Publishing, New Delhi.
- * Czinkota, Michael R., et. al., *International Business*, the Dryden Press, Fortworth.22
- * Danoes, John D. and Radebaugh, Lee H., *International Business: Environment and Operations*, Addison Wesley, Readings.
- * Hill, Charles W. L., *International Business*, McGraw Hill, New York.

Focus: This course focuses on the skill development under the CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Discuss international business as adopted by the companies
- * Elaborate the response which organizations give to environmental changes.
- * Estimate how international business environment responds to the various dynamics.
- * Test the various theories of international business

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2, PO3/ PSO4

BBAE0408: MANAGEMENT OF COMMERCIAL BANK

Introduction: *This course introduces the students to the commercial banking system in India. It also gives a broad framework of retail banking and emerging trends in this field*

Objectives: *To enable the students gain insights into the emerging trends in the commercial banking scenario both at national & international levels.*

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction: Meaning, Functions of Commercial Banks, Services Rendered, General Structure and Methods of Commercial Banks, Mechanism of Credit Creation, Clearing House System, System of Banking – Group Banking & Chain Banking, Unit Banking & Branch Banking, Investment Banking & Mixed Banking, Universal Banking, Merchant Banking & Virtual Banking. Retail Banking: Introduction, Characteristics, Advantages and Constraints in Retail Banking, Evolution of Retail Banking in India, Present Status	22



	and Global Trends in Retail Banking, Distinction Between Retail & Corporate Banking,	
II	Overview of Retail Banking Products – Home Loans, Vehicle Loans, Personal Loans, Educational Loans, Credit & Debit Cards and Remittances, Safe deposit vaults. Emerging Trends: Social Responsibility of Banks Concept, Design & origin of E-Banking, Scope and Type of E-Banking – Internet Banking, Mobile Banking etc., Issue and Challenges in E-Banking, Advantages and Limitations of E-Banking. Internet Banking Functions, Electronic fund management, Security and control systems-cyber crimes & fraud management, E-Banking Demo Exercise	23

Reference Books/ Text Books / Cases:

- * Gopinath, M. N. *Banking Principles & Operations*. Mumbai: Snow White Publications Pvt. Ltd.
- * Saxena, G. S. *Legal Aspects of Banking Operations*, New Delhi: Sultan Chand and Sons.
- * Sethuraman, J. *Retail Banking*. New Delhi: Macmillan Publishers India Ltd.
- * Varshney, P. N. *Banking Law and Practice*. New Delhi: Sultan Chand and Sons.

Focus: This course focuses on the entrepreneurship under the CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand about framework and functioning of commercial banks.
- * Discuss deep knowledge of retail banking and its products
- * Explain retail banking and how it is different from corporate banking
- * Understand the various emerging trends in banking at national & international level

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO4, PO2/ PSO2, PSO3
CO2	PO6, PO1/ PSO1
CO3	PO3, PO5/ PSO3
CO4	PO2, PO3/ PSO4

BCME0102: MICROFINANCE

Introduction: *Microfinance has emerged as an independent branch of study, an industry, a development strategy and a revolution recently. Microfinance institutions, such as financial cooperatives, financial non-governmental organizations and rural banks among others, can provide poor people with small amounts of credit at reasonable interest rates. This course is aimed at evolving clear understanding of role of Microfinance in addressing the problem of poverty and income generating activities to the poor people*

Objective: *To provide a thorough knowledge of the concept of microfinance and how microfinance institutions work, including the operational aspects of an SHG / MF. The objective of this course is to equip the students of with the skills required to manage microfinance.*

Credits: 04

Semester VI

L-T-P :3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Microfinance: What is Microfinance? Micro credit and microfinance , Demand and Supply of Microfinance, History of	22

	<p>Microfinance, characteristics of microfinance clientele, benefits of microfinance, Microfinance as a Development Tool: The Indian Experience. Role of Grameen Banks in Microfinance, MUDRA Bank, MFIs , Case Study.</p> <p>Models of Microfinance: Conventional Models, Direct Method; Indirect Method; Models in Andhra Pradesh – Business Facilitator/Business Correspondent Model, Business Facilitators, Business Correspondents, Promoting Bank-MFI Partnership Model.</p>	
II	<p>Development of Microfinance Products: Types of Products, Objectives – Micro insurance, Regulation of Micro insurance, Insurer-MFI Partnership Model, Securitization.</p> <p>Microfinance Risk Scenario – Political Risk, Economic Risk, Currency Risk, Geographical Risk, Saturation and Unhealthy Competition, Institutional Risk.</p> <p>Sustainable Development Issues: SHG Issues, What are the Important Steps for Sustainable Development of SHGs? What are the Skills needed for Managing Successful SHGs?</p> <p>Rating of Microfinance Institutions- Non-financial Parameters, Financial Parameters, Approach for MFI Evaluation – CRISIL Model, CRISIL's Criteria for MFI Evaluation.</p>	23

Reference Books/ Text Books / Cases:

- * Ledgerwood, Joanna and Victoria White. Transforming Microfinance Institutions: Providing Full Financial Services to the Poor. World Bank
- * Rutherford, Stuart. The Poor and Their Money. Oxford University Press, Delhi
- * Gianfranco A. Vento, Mario La Torre, Microfinance, Palgrave Macmillan
- * IIBF, Micro-Finance: Perspectives and Operations
- * O C Rana and Hem Raj, Microfinance, Himalaya Publishing House Pvt. Ltd. Delhi.
- * Beatriz Armendariz and Jonathan Morduch, "The Economics of Microfinance", Prentice-Hall of India Pvt. Ltd. Delhi
- * Malcolm Harper, "Practical Microfinance" A training Guide for South Asia, Vistaar Publication, New Delhi

Focus: This course focuses on the skill development under the CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Estimate basic awareness of Microfinance and its various dimensions.
- * Discuss the SHGs and Governmental support provided to Microfinance.
- * Understanding the techniques and skills needed to be a microfinance practitioner.
- * identify the State of microfinance in Indian economy

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO2, PO1/ PSO2, PSO3
CO2	PO6, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO7, PO2/ PSO4

BAEE1203: CAPITAL BUDGETING

Introduction: *This subject of Capital Budgeting features sections on Investment Decisions and related aspects.*

Objective: *To enable the students to evaluate investment projects using various capital budgeting techniques.*

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Capital Budgeting: Definition, Purpose, Process, Nature and Scope, Capital Budgeting Financing - Sources of Finance. Capital Structure and Cost of Capital.</p> <p>Capital Investment/Expenditure Decisions: Replacement, Modernization, Expansion, Diversification, Acquisition Decisions.</p> <p>Concept of Cash Flows: Categories of Cash Flow, Basic Principles for Measuring Project Cash Flows.</p> <p>Time Value of Money: Compounding and Discounting Techniques, Basic Numerical</p> <p>Capital Budgeting Decisions and Techniques: Pay Back Period, Accounting Rate of Return (ARR), Net Present Value (NPV),</p>	22

	Internal Rate of Return (IRR), Profitability Index - Basic Numerical.	
II	Capital Budgeting and Risk: Capital Budgeting under uncertainty – Basic Concepts, Risk-Certainty Equivalent Approach, Risk Adjusted Discount Rate. Other Issues in Capital Budgeting: Social Cost Benefit Analysis, Competitive Response, Capital Rationing, Sources of Positive NPV Projects, NPV vs. IRR. Case Studies: Capital Budgeting Practice of Reliance Industries Ltd., Capital Budgeting Practice of an Indian PSU, Capital Investment Practice of Oil Sector in India.	23

Reference Books/ Text Books / Cases:

- * Pandey, I.M., Financial Management. Vikas Publishing House Pvt Limited
- * Van Horne, James C., Financial Management and Policy, Prentice Hall, New Delhi.
- * Khan, M.Y & Jain, P.K. Financial Management: Text Problems and Cases, Tata McGraw Hill
- * Peterson, P. P., & Fabozzi, F. J. . Capital budgeting: theory and practice. John Wiley & Sons
- * Goel, S. Capital budgeting. Business Expert Press.

Focus: This course is employable under the CO3, CO4 and CO5.

Intended Outcomes: After completion of the course, student will be able to:

- * Understanding the sources of finance and investment decisions.
- * Remembering the categories and basic principles of cash flow.
- * Describe the capital budgeting decisions and financial analysis of ratios.
- * Explain the formation or development of the project report.
- * Understanding the cost and benefit analysis and other related concepts

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO6, PO2/ PSO2, PSO3
CO2	PO7, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2, PO3/ PSO4



BBAE0304: WORKING CAPITAL MANAGEMENT

Introduction: *This subject has been designed keeping in perspective the various aspects of working capital management as found in an organization.*

Objectives: *To enable the students to develop understanding about working capital management and its functioning in businesses*

Credits: 04

Semester VI

L-T-P: 3-1-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction – Meaning and Components of Working Capital, Gross and Net Working Capital, Permanent and Temporary Working Capital, Positive and Negative Working Capital, Objectives of Working Capital Management. Operating Cycle Concept – Reasons for Prolonged Operating Cycle, How to reduce Operating Cycle. Working Capital Requirement – Factors determining Working Capital, Working Capital in Seasonal Industries, Working Capital during Inflation, Working Capital in Industries with shift working.	22

	Inventory Management – Meaning and Nature of Inventory, Purpose / Benefits of Holding Inventory, Risk and Costs of Holding Inventories, Meaning and Objectives of Inventory Management.	
II	<p>Tools and Techniques of Inventory Management - Determination of Stock Levels, Determination of Safety Stocks, Ordering systems of Inventory, Economic Order Quantity, ABC Analysis, VED Analysis, FNSD Analysis, Inventory Turnover Ratios, JIT Control System. Numericals on Stock Levels, Economic Order Quantity.</p> <p>Receivables Management – Meaning of Receivables, Cost of Maintaining Receivables, Factors influencing size of Receivables, Forecasting the Receivables, Meaning and Objectives of Receivables Management, Dimensions of Receivables Management: Forming of Credit Policy, Executing the Credit Policy, Formulating and Executing Collection Policy.</p> <p>Cash Management – Nature of Cash, Motives of Holding Cash, Cash Management, Managing cash flows, Determining Optimum Cash Balance.</p>	23

Reference Books/ Text Books / Cases:

- * James C. Van Horne, Fundamentals Of Financial Management, Practice Hall Of India Private Ltd., New Delhi, Eleventh Edition.
- * Khan And Jain, Financial Management: Theory And Practice, TMH Publishing Company Limited, New Delhi, Sixth Edition
- * Rangrajan and Mishra- Working Capital Management, Excel Publications, New Delhi
- * Bhalla, V.K.- Working Capital Management, Anmol Publishers, New Delhi

Focus: This course focuses on the skill development under the CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basic concepts related to working capital management
- * Discuss the management of receivables and inventory
- * Learn the management of cash by an organization
- * Determine and financing working capital requirement

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO3/ PSO4

BAEE0305: URBANIZATION & DEVELOPMENT

Introduction: *The course begins with a discussion on alternative conceptions of development and their justification. It then proceeds to aggregate models of growth and cross-national comparisons of the growth experience that can help evaluate these models*

Objective: *This course introduces students to the basics of development economics, with in-depth discussions on the concepts of development, growth, poverty, inequality, as well as the underlying political institutions*

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Concept and definition of 'Urban' in India and other countries, Stages of urban development- reurbanisation, counterurbanisation, suburbanisation, Exurbanisation, Trends, patterns, characteristics and differentials of Urbanization in India. Urbanization and Urban Change- Urban change- process and underlying factors- demographic change- economic changes functional types of cities principles and causes of urban growth, cycle of urbanization.	23

	Urbanization and urban living: trends in urbanization and urban development; migration, population growth and its impact (social and physical); Policies of urban development. Meaning, definition and measurement of economic development.	
II	Approaches to the study of development: traditional view, modern views- from per capita income to human welfare, concept of sustainable development, Development characteristics and indicators: economic, socio cultural, political and interdependence among the indicators. Growth Models and Empirics: -The Harrod- Domar model, the Solow model and its variants, endogenous growth models and evidence on the determinants of growth. Poverty and Inequality: Definitions, Measures and Mechanisms; poverty measurement; characteristics of the poor.	22

Reference Books/ Text Books / Cases:

- * A.P.Thirlwall: Growth and Development, ELBS
- * R.C.Agarwal: Economics of Development and Planning, Laxmi Narayan Agarwal
- * Banerjee, A., Benabou, R., Mookerjee, D. (eds.) . Understanding poverty. Oxford University Press.
- * Ray, Debraj. Development Economics, Oxford University Press
- * M.L.Jhingan: Economic Development and Planning..

Focus: This course focuses on the skill development under the CO1, CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the concept and meaning of urbanization and development in India and other countries.
- * Discuss the process of urban change and various reasons for urban growth.
- * Discuss the different trends in urbanization and policies of urban development.
- * Classify the various sociological and environmental concerns of urbanization.
- * Define the concept of poverty and its measurement.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO2, PO1/ PSO4, PSO2
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO3/ PSO4



BAEE0306: ECONOMIC GROWTH MODELS

Introduction: *This subject of Economic Growth Models: A Critical Model features sections on alternative conceptions of economic growth and related aspects*

Objective: *To enable students to acquire advanced knowledge about aspects of economic growth and development and to understand how policies facilitate the economic growth and development in countries*

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Economic Growth and Development: Meaning, Concepts, Difference between Growth and Development, Indicators of Economic Growth and development – Net National Income and Per Capita Income as Growth Indicators, Human Development Index, Gender Related Development Index, Gender Empowerment Index as Development Indicators.</p> <p>Partial Theories of Growth and Development: Vicious Circle of Poverty, Circular Causation, Doctrine of Balanced Growth: Concept of Unbalanced Growth, Low Income Equilibrium Trap, Dualism – Technical, Behavioral and Social.</p> <p>Models of Growth and Development: Marxian Model, Schumpeter's Model, Mrs. Joan Robinson's Model, Rostow's Stages</p>	22

	of Economic Development, Meade's Neoclassical Model, Harrod-Domar Model, Solow Model of Long Run Growth, Kaldor's Model of Growth, Model of Technical Change, Mahalanobis Model.	
II	<p>Economic Planning: Planning Process in a Mixed Economy, Growth Models in Indian Planning, Need for Foreign Capital, Forms of Foreign Capital, MNCs and Foreign Collaborations, India's BOP.</p> <p>Political Institutions and the Functioning of the State: Public Goods and Economic Development, State Ownership and Control, Government Failures, Corruption and Development, Developmental Plan, The Allocation of Resources.</p> <p>International Aspects of Economic Development: International Trade as an Engine of Growth, Static and Dynamic gains from Trade, WTO and Developing Countries, External Resources, FDI, Aid vs. Trade.</p> <p>Perspective on Comparative Economic Growth and Development: Foreign Trade and Economic Development, An Overview of Economic Development of BRIC</p>	23

Reference Books/ Text Books / Cases:

- * R. C. Agarwal and M. L. Seth: Economic of Development and Planning, Lakshmi Narian Agarwal, Agra.
- * A. N. Agarwal and Kundanlal: Economics of Development and Planning, Vikas Publishing House P. Ltd.
- * M. L. Jhingan: The Economics of Development and Planning, Virinda Publications, New Delhi.
- * D. Ray: Development Economics, Oxford University Press.

Focus: This course focuses on the entrepreneurship under the CO1, CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Discuss the dynamics of economic growth and development with reference to various economic models.
- * Formulate policies for the economic growth and development of their citizens.
- * Propose how different nations, interact and collaborate for the mutual economic growth and development.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2,
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO3/ PSO4

BAEE0307: ENVIRONMENTAL ECONOMICS

Introduction: *The module aims to introduce students to the main theoretical and empirical concepts in environmental economics, equip students with a thorough analytical grasp of environmental policy theory, ranging from externalities to international environmental agreements, and familiarise students with the main issues in environmental valuation and with the basic features of the environmental policy tools*

Objective: *This course focuses on economic causes of environmental problems. In particular, economic principles are applied to environmental questions viewed as externalities and their management through various economic institutions, economic incentives and other instruments and policies*

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Environmental problem and issues: -Role of economics in environmental management environmental problem: public goods and externalities – analysis market failure. Conventional policy- environmental standards, efficiency of environmental standards, command and control approach Market based policy- pollution charges and environmental subsidies, deposit refund system, pollution permit trading system Environmental regulation in India	23

	Environmental Risk Analysis- Concept of Risk, Risk Assessment and Risk Management.	
II	International Environmental Problems: Trans-boundary environmental problems; economics of climate change; trade and environment. Assessing Benefits for Environmental Decision Making- Environmental Benefits- Conceptual Issues, Approaches to Measuring Environmental Benefits- Physical Linkage Approach, Behavioral Linkage Approach- Direct and Indirect Estimation Methods. Sustainable development: concepts; measurement.	22

Reference Books/ Text Books / Cases:

- * Aldy, J. et al. Designing climate mitigation policy. Journal of Economic Literature, 48, 903-934.
- * Cropper, M., Oates, W. Environmental economics: A survey, Journal of Economic Literature, 30, 675-740.
- * Perman, R., Ma, Y., McGilvray, J., Common, M., Natural resource and environmental economics, Pearson Education/Addison Wesley.
- * Kolstad, C., Intermediate environmental economics, Oxford University Press.

Focus: This course focuses on the entrepreneurship under the CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Define the role of economics in environmental problems and issues.
- * Illustrate the usefulness and problems concerned with the environment valuation and develop their critical understanding of environmental policy.
- * Describe the concept of sustainable development.
- * Explain the concept of environmental risk analysis

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO2/ PSO2, PSO3
CO2	PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO3/ PSO4



BAEE0308: ECONOMIC SYSTEM AND SOCIETY

Introduction: *This subject outlines an analysis of the global sustainability and equity situation and also describes the form that a sustainable and just future socio-economic system must take.*

Objective: *To familiarize students with the role of government intervention in economic activities and how the government makes economic decisions.*

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Economic System – Overview, Nature, Scope, History, types and facts about economic systems</p> <p>Social Structure – Level and its types, how economic system influence social structure</p> <p>Economic analysis and Society –The rise of markets and social development, the state, public policy and economic organization, economies, inequality and mobility</p> <p>Economic decision making in government – Normative social choice theory: Arrow’s theorem, majority voting, The median voter model, representative democracy.</p> <p>Positive social choice theory: The Leviathan hypothesis, rent, seeking, lobbying and interest groups.</p>	23
II	<p>Fiscal Federalism - Theory of Fiscal Federalism: The decentralization theorem, Economic efficiency issues in multilevel government, Theory of intergovernmental transfers, Fiscal Imbalance: Vertical and Horizontal Imbalance.</p>	22

	<p>Major recommendation of Fifteenth finance commission</p> <p>Economic Rationale of the Modern State and Macro Economic Perspective of Public Finance - Issues related to market failure and the government intervention, The role of State in Allocation, Distribution, Regulation and Stabilization,</p> <p>Macroeconomics of Public Finance: Harmonization of fiscal and monetary policy and Public Expenditure theories.</p> <p>Deficit (fiscal, primary, revenue), impact of fiscal deficit on economy, need to control fiscal deficit.</p>	
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Reference Books/ Text Books / Cases:

- * Alan Peacock, The Economic Analysis of Governments, St. Martin Press, New York.
- * Atkinson, A. and Stiglitz, J. Lectures in Public Economics, McGraw Hill, London.
- * Auerbach, A., and M. Feldstein, Handbook of Public Economics, Amsterdam.
- * Boadway, R. , Public Sector Economics, Scott Foresman & Co., London.
- * Cullis, J. And Jones, P. , Public Finance and Public Choice, Oxford University Press, Oxford.

Focus: This course focuses on the skill development under the CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Recall the economic system of the nation
- * Explain the economic development of the nation by the government
- * Illustrate the role of the government on micro and macro levels.
- * Define the concept of public finance and its implication in modern economies

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, / PSO3
CO4	PO3/ PSO4

BAEE0405: SUPPLY CHAIN AND LOGISTICS

Introduction: This subject of Supply Chain and Logistics provides students with the fundamental knowledge of logistics and supply chain business operations. This course is known for its global standing in creating job-ready professionals of tomorrow.

Objective: To impart the students with the in-depth understanding of functions and contribution of supply chain management, the concept of logistics management, operational objectives of integrated logistics, the impact of forecasts on logistics and supply chain management, and others

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Relationship of supply chain to other aspects of the organisation's operations: Supply chain management as a strategic process; overview of operations strategy and its importance to the firm; Supply chains in competition with each other; role of supply networks; demand networks as an evolution of supply chains; Design of products/services and processes and how this relates to operations and supply.</p> <p>Logistics Role in the Economy/Organization – Definition, Objectives, Functions of Logistics in Customer Service.</p> <p>Procurement and Outsourcing – Meaning, Nature, Benefits of Logistics Outsourcing-Critical Issues in Logistics & Outsourcing.</p>	22

II	<p>Inventory Management in Supply Chain-Types of Inventory-Types of Selective Inventory Control Techniques and Models for improvement of inventory management.</p> <p>Global Logistics - Strategic issues in global logistics-Forces driving Globalization-Modes of Transportation in Global Logistics, Barriers to Global Logistics Markets.</p> <p>Logistics Strategy- Requirements for an Effective Logistics Strategy-Strategic Logistics Planning implementation of strategy.</p> <p>Logistics Information Systems (LIS) – Functions, Principles of Centralized and Decentralized Structures. Measures of Supply Chain Performance.</p>	23
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Reference Books/ Text Books / Cases:

- * G. Raghuram I.I.M.A., Logistics and Supply Chain Management, Macmillan Publishers.
- * Sahay B.S., Supply Chain Management, Macmillan Publishers.
- * Chandra Lalwani and John Mangan. Global Logistics and Supply Chain Management. John Wiley & Sons.
- * Paul. A. Myerson. Lean Supply Chain and Logistics Management. McGraw Hill Professional.

Focus: This course focuses on the entrepreneurship under the CO1, CO2 and CO4.

Intended Outcomes:After completion of the course, student will be able to:

- * Develop an in-depth knowledge of the operational segments of supply chain management
- * Develop an understanding of the strategic significance of logistics in context to business growth
- * Recognise the model of integrated logistics and supply chain management in a theoretical framework
- * Understand the utility of global logistics information system in the decision making process

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, / PSO1, PSO4
CO3	PO5/, PSO3
CO4	PO2,PO3/ PSO4

BAEE0406: INDUSTRIAL ORGANIZATION

Introduction: This subject of Industrial Organization features sections on different form of Organisation, industrial productivity and behavior of firm in various market structures.

Objective: This course will help the students to understand the different form of organisation and their behavior in different market structure.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Organizational Forms and Industrial Productivity: Industrial organization and ownership structure – public, private, joint and co-operative sectors. Industrial Productivity: Measurement and determinants. Analysis of the behavior of firms under different industrial structures- competitive, monopolistic, oligopolistic.	22
II	An evaluation of antitrust policies and other government regulations of industry, advertising, auctions, networks, product differentiation, market standards, and vertical and horizontal integration. Differentiation and Competition: Horizontal and vertical differentiation, Competition for location, quality and variety. Research and Development: Social and Legal matters the pace of innovation; Risk associated with uncertainty of information and	23



	its management, Firm behaviour under risk; Firm vs Market: Explicit incentives: Compensation, Implicit Incentive: Motivation, Internal organization of firm.	
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Reference Books/ Text Books / Cases:

- * Waldman, Don E & Jensen, Elizabeth J, Industrial Organization: Theory and Practice Pearson Education, Inc.
- * Shepherd, William G., The Economics of Industrial Organization Prentice Hall, New Jersey.
- * Divine, P.J. and R.M. Jones Et. Al. An Introduction to Industrial Economics, George Allen and Unwin Ltd., London.
- * Dennis W. Carlton and Jeffrey M. Perloff: Modern Industrial Organisation, Cambridge University Press.

Focus: This course focuses on the skill development under the CO1, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the determinants to measure the industrial productivity.
- * Explain the firm's behaviour under different industrial structure.
- * Discuss vertical and horizontal integration in industrial structure.
- * Describe the firm's behaviour under the risk and have knowledge about incentives provided

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, / PSO1, PSO4
CO3	PO5/PSO3
CO4	PO2,PO3/ PSO4



BAEE0407: INDUSTRIAL DEVELOPMENT

Introduction: This subject of Industrial Development features sections on industrial growth and pattern, source of finance, industrial labour and problem of selected industries in India.

Objective: The objective is to provide a thorough knowledge about the economics of industry in the Indian context.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Indian Industrial Growth & Pattern: Industrial Pattern under Five Year Plan; Industrial policy 1991: Role of Public and Private Sector, Recent Trends in Industrial growth. MNCs and transfer of technology; Liberalization and privatization; Regional industrial growth in India; Industrial economic concentration and remedial measures; Issues in industrial proliferation and environmental preservation; Pollution control policies.</p> <p>Industrial Finance : Owned, external and other components of funds; Role, nature, volume and types of institutional finance – IDBI, SIDBI, IFCI, SFCs, SIDC, commercial banks, etc.</p>	22
II	<p>Policies and Performance in Industry Output, employment and productivity growth, Regional variation of industrial growth, Small scale industries- problems and prospects Foreign direct investment in industry, Economic reforms in industry.</p> <p>Industrial Labour: Structure of industrial labour; Employment dimensions of Indian industry; Industrial legislation; Industrial relations; Exit policy and social security; Wages and problem of</p>	23



	bonus – labour market reforms. Problems of Selected Industries: Iron and Steel; Cotton textiles; Jute; Sugar; coal; Cement and engineering goods; Development of small-scale and cottage.	
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Reference Books/ Text Books / Cases:

- * Ahluwalia, I. J., Industrial Growth in India, Oxford University Press, New Delhi.
- * Cherunilam, F., Industrial Economics: Indian Perspective, Himalaya Publishing House, Mumbai.
- * Desai, B., Industrial Economy in India, Himalaya Publishing House, Mumbai.
- * Singh, A. and A. N. Sadhu, Industrial Economics, Himalaya Publishing House, Bombay.

Focus: This course is employable under the CO1, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * *Identifying selected industries and understanding the concept of Industrial Development.*
- * *Understanding the practical application of economic development principles in the field of sources of finance, industrial labor and their problems.*
- * *Demonstrate the competency about industrial labor legislation and their implications.*
- * *Comprehending evolving developed industrial policies and their execution problems for the successful development of industries.*

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO3/ PSO4



BAEE0408: MULTINATIONAL ENTERPRISES AND INDUSTRIAL POLICIES

Introduction: This course will provide a comprehensive knowledge about the multinational enterprises and foreign direct investment as it draws from a variety of disciplines including business, economics, management, political economy and public policy.

Objective: This subject will prepare the students for proper appreciation of the enterprises vis-à-vis the development objectives that the country is facing, keeping in mind the equal and uniquely important role of public sector and the private sector enterprises.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>General Framework- Industrial Organization and Corporate Environment, Regulation of Enterprises in India – Legal Aspects, New Companies Act-2013, Strategy, Operations, Competitive Environment, Industrial Policy, Enterprise Policy, Wage Policy and Wage Administration, relationship between MNE activity, trade and globalization.</p> <p>Multinationals in International Business I: MNC's and TNC's, Issue in Investment, FDI & FII investments, Technology Transfer, Pricing, Regulations,</p>	22
II	<p>Multinationals in International Business-II: International Collaboration and Strategic Alliances, Defenders and Critics of MNC's and TNC's, Strategic Risk Assessment, costs and benefits of MNE activity to a host country</p> <p>Public Enterprises – India Perspective, Purpose, Organization, Management, Performance, Resources (Financial, Physical, Technological and Human), Disinvestments in PSUs, Infrastructure, Global-Interface, Specific Policies and</p>	23



	Contemporary Issues Concerning Problems and Challenges, Private Enterprises, EXIM policy, Foreign Exchange Management, India	
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Reference Books/ Text Books / Cases:

- * Brewer, T.L. Political Risks in International Business: New Directions for Research, Management and Public Policy (New York: Praeger Publishers).
- * Buckley, P.J. and Casson, M. The Future of the Multinational Enterprise (London: Macmillan).
- * Annual report of Department of Public Enterprises
- * IDBI Report
- * William A. Dymsha – Multinational Business Strategy – McGraw Hill (New York)

Focus: This course focuses on the entrepreneurship under the CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Develop an enterprising mindset in understanding multinational enterprises..
- * Ethically solve complex Industrial and enterprise related problems.
- * Understand applied and policy aspects of International Enterprise policies.
- * Analyse the need of digital medium in assisting Industrial policy.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO3/ PSO4



BAEE0505: PROFESSIONAL ASPECTS OF BEHAVIOURAL ECONOMICS

Introduction: This subject of professional aspects of behavioral economics covers recent topics in behavioral economics, with an emphasis on empirical applications and tests

Objective: To enable the students in terms of obtaining exposure to the frontier of empirical research in behavioral economics

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	Introduction to Behavioral Economics – Overview, Nature, Scope, Importance, Rational “Homo Economicus” vs. Real-World Homo Sapiens – simple heuristics, slow thinking, rationality and irrationality, “Bounded rationality”, Biases – Meaning, types, Cognitive vs. emotional biases. Dealing with risk - Risk and uncertainty, choice with risk, market anomalies, behavioral in difference curve.	22
II	Processing information under uncertainty – learning from new information, information vs. rumors, anomalies and types, role of behavioral economics in market. Risk Preferences -Choices of a rational consumer, diminishing marginal utility theory, expected utility theory, prospect theory, applications of prospect theory. Behavioral Economics and the real world - Interacting with others, individual behavior, group behavior, society. Altruism and interdependent utility, Behavioral Development Economics, Behavioral Economics and Poverty, Behavioral Health.	23

Reference Books/ Text Books / Cases:



- * Edward Cartwright, Behavioral Economics (Routledge Advanced Texts in Economics and Finance).
- * Kahneman, Daniel, Paul Slovic, and Amos Tversky (eds.). Judgment Under Uncertainty: Heuristics and Biases, Cambridge University Press.
- * Bazerman, Max and Don Moore. Judgment in Managerial Decision Making, John Wiley & Sons.
- * Kahneman, Daniel and Amos Tversky (eds.). Choices, Values and Frames, New York: Russell Sage Foundation: Cambridge University Press.
- * William Forbes, Behavioral Finance, Wiley India Pvt Ltd

Focus: This course focuses on the skill development under the CO2 and CO3.

Intended Outcomes: After completion of the course, student will be able to:

- * Discuss the concept, role and impact of behavioral economics in today's era.
- * Understand decision making under risk and uncertainty and the role of information in the business and market.
- * Discuss the overview with the risk preference and various theories involved.
- * Understand the correlation of the behavioral economics with the real world.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO6/ PSO2, PSO3
CO2	PO7, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2, PO3/ PSO4



BAEE0506: FINANCIAL ASPECTS OF CONSUMER BEHAVIOUR

Introduction: *The subject aims to enable the students to about the basic that how consumer behavior according to the availability of the financial education and inclusion*

Objective: *To make students understand about the basic concepts related to financial aspects i.e. perceptions of wealth, the pleasure or pain of spending, cashless transactions, saving and investing, loans, planning for the future, taxes, and financial education. To acquaint the students about consumer behavior as a subject and how it helps to develop a general understanding about consumer response to the offerings of a marketer especially in financial aspect. To provide them an overview of consumer psychology and how to handle it in a better way from the perspective of a marketer*

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Understanding Consumer Behaviour: Consumption and Consumer Behavior; Different Approaches for Studying Consumer Behaviour; Consumer Behaviour Value Framework. Characteristics of Indian Consumer; Group and Interpersonal Influence on Consumption.</p> <p>Consumer Finance: Introduction, Sources, Types of Products, Consumer Finance Practice in India, Mechanics of Consumer Finance, Terms, Pricing, Marketing and Insurance of Consumer Finance, Consumer Credit Scoring Case for and against of Consumer Finance.</p> <p>Financial Behaviour: The Psychological Perspective in Financial Behaviour, Changes in Looking of Consumer and its Consequences for Understanding Financial Behavior, Rationality of Biased</p>	22

	Decision, Constructive criticism with Behavioural Economics and Behavioural Finance.	
II	<p>Dimensions of Financial Situation: Objective (Income), Subjective (Perception) and Relative (Effect of Social Comparisons), Spending Money, Functional Vs Emotional Role of Money.</p> <p>Saving and Investment: Meaning, Saving Motives, Saving and Inflation, Importance, Role of these on Consumer Behaviors, Loan Indebtedness and Identified factors associated with NPA.</p> <p>Credit Behavior and Debt Problems: Consumer Credit, Macro-Economic and Political Factors, Supply Side, Socio-Demographics, Life-Cycle and Life Events, Psychological Factors, Repayment of Credit, Over-Indebtedness, Predatory Lending, Debt Relief, Microcredit.</p> <p>Responsible Financial Behavior: Financial Behavior, Financial Motivation, Financial Literacy, Financial Skill, Financial Education, Different Financial Policies created by government in order to sustain the financial behaviour.</p>	23

Reference Books/ Text Books / Cases:

- * Maisson, Dominika, The Psychology of Financial Consumer Behavior, Springer.
- * Loudon, D. L. & Bitta, A. J. D. *Consumer Behavior*. New Delhi: Tata McGraw Hill.
- * Fred van Raaij, W, *Understanding Consumer Financial Behavior: Money Management in an Age of Financial Illiteracy*, Springer.
- * Shiffman, L., & Kanuk, L. L. *Consumer Behavior* New Delhi: Pearson Publications.
- * Gurusamy, S, *Financial Services*, Vijay Nicole Imprints

Focus: This course focuses on the entrepreneurship under the CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Explain the basic concepts of consumer behavior especially in financial aspects.
- * Discuss about consumer finance and financial behaviour.
- * List the different dimensions of financial situations.
- * Explain about savings and investment, credit behavior and debt problems and financial behavior of the consumers

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1 / PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3 / PSO3
CO4	PO2, PO3/ PSO4

BAEE0507: ACTUARIAL ECONOMICS

Introduction: *The subject aims to articulates the importance of Actuarial Economics and its application in Business Decisions*

Objective: *To make students understand concepts related to Actuarial Economics and make them aware of how decisions are taken for the betterment of the business*

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Life Assurance and Annuity Contracts Pricing of life insurance contracts, equations of value, allowance for investment income, present value random variable, expected present value, variance of the present value random variable for life assurance contracts; life assurance benefits payable immediately on death; claim acceleration approximation; life annuity contracts: immediate annuity; annuity-due; temporary annuity; temporary annuity-due; deferred annuities; deferred annuities-due; and continuous annuities</p> <p>Joint Life Probabilities Joint life probabilities, annuities and insurances; cash flow dependent upon death or survival of either or both of two lives; competing risks; transition intensities for given dependent probability</p>	22
II	<p>Mathematical Theory of Life Contingencies Advance Problems in mathematical theory of life contingencies; force of mortality; laws of mortality; premiums and reserves for insurance and annuities based on a single life- sums and integrals for mean and variance of present value of benefit payments; annuities payable in advance and in arrears; temporary and deferred and whole lifetime annuities; net premiums and</p>	23



	reserves-prospective and retrospective reserves; Gross and net premium reserves; profit contracts Multiple-Decrement Theory and Pension fund Mathematics Multiple decrement theory; pension fund mathematics-techniques of discounting emerging cost, for use in pricing, reserving and assessing profitability for all contract types and for pensions; expected cash flow dependent upon more than one decrement; expected cash flow contingent upon risks other than human risks	
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Reference Books/ Text Books / Cases:

- * Gerber, H.U., Life Insurance Mathematics, Springer
- * Booth, P.M. (et al.), Modern Actuarial Theory and Practice, Chapman and Hall
- * Neil, A., Life Contingencies, Heinemann
- * Newton bowers (et al.), Actuarial Mathematics, Society of Actuaries, second edition

Focus: This course focuses on the skill development under the CO1, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Outline the relevant concepts for taking prudent business decisions.
- * Demonstrate the applicability of actuarial Economics in the area of business management
- * Define the analytical skills for evaluation of risks and returns in companies
- * Interpret the mathematical theories of life contingencies

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO6, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO3/ PSO4

BAEE0508: LABOUR ECONOMICS

Introduction: Labour Economics deals with different aspects of the Indian labour market such as labour organization, labour relations and labour legislations, wage and employment theory, collective bargaining theory and social security and welfare measures, etc.

Objective: The objective of this subject is to develop student's abilities in understanding the functioning of labour market. To introduce students the economics of labour market and various theories and practices in labour market

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to Labour Economics: Concept, nature & scope, Evolution of labour Economics.</p> <p>Labour Market: Features of Indian labour market, size & composition of organized and unorganized labour, Labour supply, labour demand, Major issues in the Indian Labour market, labour absenteeism & labour turnover, labour productivity in India, Labour migration & mobility, Women & child labour in India, demographic dividend, globalisation impact on Indian labour market, sources of labour statistics in India.</p> <p>Labour Unions in India: Growth, Pattern, structure and achievements of labour union in India.</p>	23
II	<p>Employment: Employment & economic development, employment models; classical, neo classical Keynesian & Modern unemployment causes, consequences & measures to reduce unemployment.</p> <p>Wage: Wage concept, wage & economic development, Marginal productivity theory, Theory of collective bargaining, Modern Theory of Wages, relationship between wages & employment.</p>	22



	Labour management: Managing labour sector reforms & restructuring, exit policy & safety net, Human resource planning, job analysis, recruitment, selection & induction, Labour mobility, Motivation, job satisfaction, fringe benefits – managing labour in a competitive world,	
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Reference Books/ Text Books / Cases:

- * Bhagoliwal T.N, Economics of Labour& Industrial Relations, SahityaBhavan. India.
- * George J. Bayers, Labour Economics, McGraw Hill, New York.
- * VenkataRathnam, Globalisation&Labour management relations: Dynamics of change, Sage publications New Delhi.
- * P.Subbarao, Essentials of Human Resource management & Industrial Relations, Himalaya publishing New Delhi
- * Mcconnel& Stanley Brue, Contemporary Labour Economics, Fifth edition, McGraw Hill, New York.
- * Ronald G. Ehrenberg and Robert Smith, Modern Labour Economics, New York: McGraw-Hill.
- * Rajendra K. Sharma, Industrial Labour in India, Atlantic Publishers New Delhi.

Focus: This course is employable under the CO1, CO2, CO3 and CO4.

Intended Outcomes:After completion of the course, student will be able to:

- * Explain the labour market in India
- * List critical issues in Indian labour market.
- * Compare the application of various theoretical models of labour market.
- * Outline the labour reforms and labour management practices in India.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO3/ PSO4

BCME0203: COMPENSATION MANAGEMENT

Introduction: This subject is designed to provide the student with a thorough knowledge of various methods and practices of Compensation Management and to familiarize the role of various bodies involved in Compensation Management

Objective: This course will examine the strategic use of compensation systems by management to attract, motivate, retain, and reward employee performance. This course will explore the factors of job analysis, job description, and job evaluation as the basis of compensation strategy offering students an opportunity to develop competencies in making equitable compensation decisions.

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction: Overview of Compensation Management, Wage and Salary Administration – Nature, Importance, Philosophy, Objectives, Definition, Goals Role of various parties – Employees, Employers, Unions & Government and Legislations for compensation, Macroeconomics of Labor market, Wage Boards and Pay Commissions Economic theories of wages; Boothalingam and Sachar Committee – Managerial Remuneration in the Future.</p> <p>Developing Compensation Programs: Job Evaluation, Basic systems Time wage, Piece wage, Wage payments and Total Salary Structure, Compensation Surveys, Hay Plan, Developing Competitive Compensation Programs, Developing Salary Structures, Planning a Job Analysis Program, Measuring Cost- to – Company (CTC).</p> <p>Derivatives of Compensation: Pay for Performance, Merit pay and Performance Appraisal, Performance based rewards,</p>	22
II	<p>Performance Criteria Choices, and Competency Mapping & Developing Performance Matrix, Performance based Compensation Schemes. Converting Remuneration Survey results</p>	23

	<p>into a Salary Proposal Fundamentals – Managerial Remuneration: Situation in India.</p> <p>Incentive Plans: individual and group incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives, Introduction to ESOPs, Flexible benefits and Benefit Surveys.</p> <p>Current Trends: Taxation of Benefits, Current Trends in Compensation Management, Quantitative Tools & Innovation in Compensation Management. Equity Compensation Plans – objective of equity compensation, types of Stock Plans, valuing stock grants, SEBI Guidelines, taxability of stock options, Flexi Payment System, Various Types of Allowances.</p>	
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Reference Books/ Text Books / Cases:

- * Garry Dressler, “Personnel / Human Resource Management”, London, Prentice Hall
- * William B. Werther Jr. and Keith Davis “Human Resource Management”. New Jersey: McGraw Hill.
- * Milkovich & Newman, Compensation, Irwin/McGraw-Hill

Focus: This course focuses on the skill development under the CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understanding the basics of compensation management.
- * Analyzing the various compensation programs and its derivatives.
- * Illustrating about the incentive plans of compensation by management.
- * Evaluating about the current trends in Compensation Management.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1 / PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2 / PSO4

BCME0204: NEW VENTURE PLANNING

Introduction: The curriculum aims at giving exposure to students regarding different aspects of setting up a new business. By taking a holistic view of the new venture creation process, the course also offers students the opportunity to synthesis knowledge and skills drawn from a wide range of functional business areas

Objective: After completing the course student should be able to develop an understanding of the process of identifying various sources of new business ideas of products and services. The understanding of this paper will help them to examine, evaluate and approach different sources of finance, the nature of marketing effort required and to develop a comprehensive business plan.

Credits: 04

Semester VI

L-T-P: 4-0-0

Module No.	Content	Teaching Hours(Approx.)
I	<p>Starting New Ventures: Opportunity identification. Source of innovative ideas. Techniques for generating ideas.</p> <p>Entrepreneurial imagination and creativity: The role of creative thinking. Developing your creativity. Impediments to creativity.</p> <p>Methods to Initiate Ventures: Creating New Ventures. Acquiring an established Venture: Advantages of acquiring an ongoing Venture. Franchising: How a Franchise works. Franchise law. Evaluating the franchising opportunities.</p> <p>Legal Challenges in Setting up Business: Intellectual Property Protection: Patents, Trademarks, and Copyrights. Requirements and Procedure for filing a Patent, Trademark, and Copyright. Legal acts governing businesses in India. Identifying Form of Organisation: Sole Proprietorship, Partnership, Limited Liability Partnership and Company.</p> <p>The Search for Entrepreneurial Capital: The Entrepreneur's Search for Capital. The Venture Capital Market. Criteria for</p>	23

	evaluating New-Venture Proposals. Evaluating the Venture Capitalist.	
II	<p>Financing stages: Studying and comparing different sources (e.g. banks, venture capital, angel investors, private equity, crowd-funding, etc.) of finance, Selecting the right source of finance, FinTech, The funding ladder.</p> <p>The Marketing Aspects of New Ventures: Developing a Marketing Plan: Customer Analysis, Sales Analysis and Competition Analysis. Market Research. Sales Forecasting. Evaluation. Pricing Decision.</p> <p>Business Plan Preparation for New Ventures: Business Plan: Concept. Pitfalls to Avoid in Business Plan. Benefits of a Business Plan. Developing a Well-Conceived Business Plan. Elements of a Business Plan: Executive Summary. Business Description. Marketing: Market Niche and Market Share. Research, Design and Development. Operations. Management. Finances. Critical-Risk. Harvest Strategy. Milestone Schedule.</p>	22

Reference Books/ Text Books / Cases:

- * Kuratko, D.F., and T. V. Rao, Entrepreneurship: A South-Asian Perspective, Cengage Learning.
- * Robert, H. M., Manimala, M. Peters, and D. Shepherd, Entrepreneurship, Tata McGraw Hill, India.
- * Barringer, B. R., and R. D. Ireland, Entrepreneurship: Successfully Launching New Ventures, Pearson Education, India
- * Allen, K.R., Launching New Ventures: An Entrepreneurial Approach, Cengage Learning.
- * Ramachandran, K., Entrepreneurship Development, Tata McGraw Hill, India.
- * Roy, Rajeev, Entrepreneurship, Oxford University Press.

Focus: This course focuses on the skill development under the CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the concept of new start up and extension of existing business.
- * Discuss theories and models of franchising the business.
- * Understand the business plan on the basis of economic, financial and market aspects and learn how to deal with upcoming problems.
- * Discuss the Reasons major corporate start up failures in India & abroad.
- * Discuss latest strategies and innovative solutions to setup new startups.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO6/ PSO2, PSO3
CO2	PO2, PO4/ PSO1
CO3	PO3, PO5/ PSO3
CO4	PO7, PO3/ PSO4

BAL00118: CORPORATE GOVERNANCE AND LAWS

Introduction: *This subject of Corporate Governance and Law comprises of an overview of corporate governance, emergence of CSR, legal regime governing it and other related aspects*

Objective: *To enable the students to understand the principles of corporate governance, to make the students aware about the role of CSR in the business to encourage moral practices and sensitivity towards the ethical dimension of business*

Credits: 04

Semester VI

L-T-P : 4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Corporate Governance: Definition of Corporate Governance, Need and scope of Corporate Governance, Evolution of Corporate Governance, Role of Corporate Governance, OECD Parameters and Principles, Developments in India, Developments in Corporate Governance – A Global Perspective, Elements of Good Corporate Governance, Corporate Governance in public sector, banking and non- banking financial institutions.</p> <p>Theories & Models of Corporate Governance-Theory and Practices of Corporate Governance, Shareholders Theory vs. Stakeholders Theory, Stewardship Theory, Property Rights Theory, Popular Models for Governance.</p> <p>Major Corporate Governance Failures in India & Abroad- BCCI (UK), Maxwell Communication (UK), Enron (USA), World.Com (USA), Andersen, Worldwide (USA), Vivendi (France), Satyam Computer Services Ltd, Lehman Brothers, Kingfisher Airlines, PNB Heist and IL&FS Group Crisis.</p>	22
II	<p>Regulatory Framework of Corporate Governance in India- Initiatives and reforms- Confederation of Indian Industry (CII Code) (1997), Kumar Mangalam Birla Committee (1999), NR Narayana Murthy Committee (2005) and Uday Kotak Committee (2017), Relevant provisions of Companies Act, 2013, SEBI: Listing</p>	23

	<p>Obligations and Disclosure Requirements Regulations (LODR), 2015.</p> <p>Overview of Corporate Social Responsibility (CSR) Meaning, Concept and Relevance of Corporate Social Responsibility; CSR and Corporate Sustainability, Corporate Responsibility of Business towards Employees, Consumers and Community, CSR and Corporate Governance, Environmental Aspect of CSR, Models and benefits of CSR, CSR in India.</p> <p>Legal Regime Governing CSR Corporate Social Responsibility Voluntary Guidelines, 2009, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business, CSR under the Companies Act, 2013, Corporate Citizenship – Beyond the Mandate of Law, Global Principles and Guidelines, Profit maximization vs. social responsibility.</p>	
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Reference Books/ Text Books / Cases:

- * Fernando A.C, Business Ethics – An Indian Perspective.
- * Murthy CSV, Business Ethics and Corporate Governance, HPH
- * Bholanath Dutta, S.K. Podder – Corporation Governance, VBH.
- * Dr. K. Nirmala, Karunakara Reddy, Business Ethics and Corporate Governance, HPH.
- * S Prabhakaran; Business ethics and Corporate Governance
- * C.V. Baxi, Corporate Governance.
- * B O B Tricker, Corporate Governance; Principles, Policies and Practices
- * Michael, Blowfield; Corporate Responsibility
- * Pearson Christine A., Corporate Governance, Oxford University Press
- * Geeta Rani, R K Mishra, Corporate Governance: Theory and Practice, Excel Books.

Focus: This course focuses on the entrepreneurship under the CO1, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Understand the basics of corporate governance and its importance in today's business world.
- * Define the tools of corporate governance Strategy adopted by various organizations.
- * Understand the relevance of Corporate Governance principles in financial reporting.
- * Understand the concept of corporate social responsibility of business towards different stakeholders

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2, PO3/ PSO4, PSO3



BBAE 0108: LABOUR LAWS

Introduction: *The course aims to provide rather, it attempts to give the student a strong, critical grasp on some of the important issues which arise in the area.*

Objectives: *To enable the students with a solid grounding in labour law so that they have an idea as to how the various laws are implemented in the Indian context for the labor force.*

Credits: 04

Semester VI

L-T-P :4-0-0

Module No.	Content	Teaching Hours (Approx.)
I	<p>Introduction to labour Legislation: Labour Laws- Concept, Origin, Objectives and Classification, Philosophy of Labour Laws, Labour Policy, Emerging Issues and Future Trends.</p> <p>The Factories Act, 1948- Scope definition, approval of licensing and registration of factories, the inspection staff- Powers of Inspectors, certifying surgeons, healthy, safety and welfare provisions, working hours of adults, employment of women and young persons, annual leave with wages, penalties and procedure.</p> <p>Wages and Labour Laws: The payment of Wages act, 1936- Application of the act, rules for the payment of Wages, Deductions from Wages, maintenance of registers and records, Inspectors, Appeal.</p> <p>The Minimum Wages act, 1948- Object, fixation and revision of wages, advisory board and central advisory board, safeguards in payment of minimum wages.</p>	22
II	<p>Labour Welfare and Social Security: An overview of Employee State Insurance Act 1948 for The workmen' compensation Act, 1923- Defences available to employers before passing the act, scope and coverage of the act, rules regarding workmen's compensation, Amount of compensation, Distribution of compensation.</p>	23

	<p>Industrial Relations Law: The Trade union act, 1926- Trade unions, registration of trade unions, cancellation of registration and appeal, Rights and privileges of registered Trade union, Amalgamation and Dissolution of trade union, regulations and penalties.</p> <p>The Industrial Dispute act, 1947- Object, what is an Industrial Dispute, Strikes and Lock-out- Prohibition of strikes and lockouts, lockout in public utility services, strike and lockout in industrial establishments, illegal strikes and lockouts, Lay-off, retrenchment. Brief introduction of Conciliation Machinery, Adjudication Machinery and Voluntary reference of Disputes to Arbitration, Employee Provident Fund Act 1952.</p>	
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Reference Books/ Text Books / Cases:

- * Goswami, V. G. Labour and Industrial Law. Allahabad: Central Law Agency.
- * Kapoor, N. D. Elements of Merchantile Law. New Delhi: Sultan Chand & Sons.
- * Saiyed, I. A. Labour Laws. Mumbai: Himalaya Publication House.
- * Srivastava, S. C. Industrial Relations and Labour Law. Noida: Vikas Publishing House
- * Taxmann. Labour Law. New Delhi: Taxmann Publications Limited.

Case Study:

- * MGK union vs Balkrishnan- Saiyed, I. A, Labour Laws, Himalaya Publishing House

Focus: This course focuses on the entrepreneurship under the CO1, CO2, CO3 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Outline the legal framework within which Indian labour law operates.
- * Understand concepts such as industrial relations, employment practice, Labour conditions and social welfare.
- * Discuss the importance of ensuring the health, safety and welfare of the workmen.
- * Describe the Industrial and Labour system of the country.
- * Explain the importance of legal institutions and their application.

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO6, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO7/ PSO4

BAEC0810: COMPETITIVE APTITUDE - VI

Introduction: This course has been designed keeping in mind the requirements of those students who intend to pursue higher education in management and other fields.

Objective: To help students develop the skills of data based prediction with the help of Probability and Permutation & Combination. Students can improve their inductive as well as deductive skills with the help of Syllogism and Logical Deduction.

Credits: 02

Semester VI

L-T-P :0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Quantitative Aptitude: Quadratic Equation: Properties of Quadratic Equations and Their roots. The sign of a quadratic expression. Graphical representation of a quadratic Function etc. Reasoning Ability: Critical Reasoning-I: Statement and Assumption. Identification of valid assumptions. Keywords ("Only", "All", "Always", "Never" etc) Importance to identify the appropriate Assumption. Cause and Effect. Identification of appropriate Cause for given Effect and vice versa. Quantitative Aptitude: Data Interpretation: Basics of calculative approaches (Vedic maths, Percentage, ratio & Proportion and Averages) and logics to solve DI problems. Introduction to line, table, bar and pie charts.</p>	22
II	<p>Reasoning Ability: Critical Reasoning-II: Statement and Argument. Identification of valid argument. Course of Action. Inferences from a given in statement or given information. Strengthening and Weakening of given inferences. Quantitative Aptitude: Functions: Basic introduction. Definition of dependent and independent variables, domain and range. Types of functions. Analytical, Tabular and graphical representation of functions. Even and odd functions. Inverse function. Shifting of Graphs etc. Reasoning Ability:</p>	23



	Logical Connectives: Introduction to complex sentences. Negation of simple sentences. Introduction to different type of connectives like; “if then”, “only if”, “unless”, “and”, “either or” etc. Negation of complex sentences. Identification of correct conclusion.	
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Reference Books/ Text Books / Cases:

- * How to prepare for Quantitative aptitude test for CAT , by Arun Sharma, Fifth edition, T.M.H publication
- * How to Crack Test of Reasoning: In All Competitive Exam , by jaikishan and premkishan, Arihant publication
- * Analytical and Critical Reasoning Revised Edition by, M.K pandey, BSC publication
- * Quantitative aptitude by R.S aggarwal for Bank P.O/I.B.P.S P.O/A.A.O / Railways , S. chand publication
- * Patodi, B, Choudhary, A, Verbal Ability & Comprehension for CAT/ XAT/ IIFT/ CMAT/ MAT/ Bank PO/ SSC 2nd Edition, New Delhi, Disha Publication
- * Saxena, V, Bhatia, V, Crack WAT/GD/PI for MBA Admissions (Must for CAT/ XAT/ IIFT/ FMS/ SNAP/ NMAT/ CMAT Aspirants), New Delhi, Disha Publication

Focus: This course is employable under the CO1, CO2 and CO4

Intended Outcome: After completion of the course, student will be able to:

- * Develop mathematical knowledge for competition
- * Develop ability to solve problem quickly
- * Associate with logical and visualizing ability.
- * Identify how perseverance to solve problems

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1, PSO4
CO3	PO3, PO5/ PSO3
CO4	PO2,PO3/ PSO4



BAEC0811: PRACTICAL ON ECONOMIC ASPECTS - VI

Introduction: The course intends to acquaint the students with the practical concepts and techniques of economic problems and related real world scenarios.

Objective: To make the students understand the various concepts, processes and importance of practical aspects of economics and their usage in professional set-ups

Credits: 02

Semester VI

L-T-P: 0-0-4

Module No.	Content	Teaching Hours (Approx.)
I	<p>Analytics effects sheet analysis of Micro and Macro economics with real case study.</p> <p>Comparative study of Indian economic policy with developed country.</p> <p>Sector specific symposium of Indian economies(Demand, Supply and consumption)</p> <p>Cultural and social factor evaluation matrix: management, human behavior.</p> <p>Case study on Banking & financial institutional align with RBI Policy and its impact on Indian economy.</p> <p>Multi facets analysis of industry & its factor of production.</p> <p>Impact on Indian industry in all phases of economy development</p> <p>Role and practical aspects of intellectual Property Right(IPR)</p> <p>Transformation of Indian economy through digitization(E-commerce)</p>	22
II	<p>Managing the business environment to increase the profit</p> <p>Study of international economy to aligning with national economy for industrial development</p> <p>Consumer protection and company law to protect the right of stake holders.</p> <p>Practicing business ethics and corporate governance to strengthening Indian economy.</p> <p>Case study on Practical aspects of Econometrics</p> <p>Contribution foreign trade & policies on Indian industries</p> <p>Practical aspects international marketing in relation with Indian company</p> <p>Pros and cons of international treaties & conventions</p>	23



	Significance of modern supply chain & logistics (national and international) in India Case study on Taxation: Laws & Practices Security analysis & portfolio management in India (NSE, BSE) Modern Banking practices (Few concept of Islamic Banking) Case study on mergers & acquisitions and its impact on economy Practical on Export & Import : Documentation & Procedure	
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Reference Books/ Text Books / Cases:

- * Dutta and Sundram – Indian Economy, S.Chand & Company, New Delhi.
- * Mishra and Puri – Himalaya Publication, New Delhi.
- * Tyagi and Bhalla – Agricultural Development in India.
- * A.N. Agarwal - Indian Economy.
- * Latest Economic Survey, Ministry of Finance, Govt. of India

Focus: This course focuses on the skill development under the CO1, CO2 and CO4.

Intended Outcomes: After completion of the course, student will be able to:

- * Develop Knowledge about different financial institutional
- * Explain the practical aspects of Indian foreign trade policy
- * List the practical problems of national income and BOP
- * Discuss the practical problems of economy and its basic issues

Mapping of Course Outcomes (Cos) with Program Outcomes (Pos) and Program Specific Outcome (PSOs)

Cos	Pos and PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO2, PO4/ PSO1
CO3	PO3, PO5/ PSO4
CO4	PO2, PO3/ PSO4

Course Curriculum



Master of Business Administration (8410)

Session 2020-21

Institute of Business Management

ABOUT THE PROGRAM

Today's business environment is characterized by dynamic uncertainties and complexities, which makes the work of managers and organizational leaders extremely challenging. Thus, those who aspire to become organizational managers in today's business environment need to acquire specialized knowledge, skills and attitude along with multi-tasking ability in order to understand and analyze complex business situations. In pursuit of this goal, the MBA programme of GLA University, nurtures leaders capable of making a difference in the corporate and service sectors

The MBA course employs various modes of teaching, learning and assessment that reflect in its interdisciplinary approach. This integrated teaching allows understanding of the overlap and interaction between the different business areas. This approach also allows the students to develop multiple skills such as critical analysis, independent research, report writing, numerical ability, working with real-life case studies, presentation skills and interpersonal skills through group tasks. These skills further enable the students to take a full, active and responsible role within the business community, whether this is through entrepreneurship, further study, or in managerial role.

The system of dual-specialization enables the students to choose specializations from the fields of **Marketing, Finance, Human Resource, International Business, Information Technology, Development, Retail, Operations and Strategic & Technological Management, Business analytics, Banking and Financial Services, Supply Chain management**. An integration of technology with the conventional teaching modes enables the students to acquire well-developed understanding of management practices, knowledge and skills necessary to grapple with the complexities of the modern business propositions.

The syllabus is directional in scope and permits the much desirable flexibility to keep pace with the ever – growing body of knowledge, experience and explorations in management education with special emphasis towards the human side of enterprise. The course structures are carefully designed so that students get an edge in dealing with diverse situations when they step into the real corporate world.

S.No.	Trimester	Code	Subject	L	T	P	Credits
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1	I	MBAC0006	Business Environment	3	0	0	3
2		MBAC0007	Financial Accounting	3	0	0	3
3		MBAC0008	Micro Economics	3	0	0	3
4		MBAC0009	Principles and Practices of Management	3	0	0	3
5		MBAC0010	Quantitative Techniques	3	0	0	3
6		MBAC0011	Computer Applications in Management	3	0	0	3
7		MBAC0038	Managerial Communication	3	0	0	3
8		MBAC0012	Managerial Aptitude – I	3	0	0	1
			Total				22
S.No.	Trimester	Code	Subject	L	T	P	Credits
1	II	MBAC0013	Business Law	3	0	0	3
2		MBAC0014	Macro Economics	3	0	0	3
3		MBAC0015	Cost and Management Accounting	3	0	0	3
4		MBAC0016	Organizational Behaviour	3	0	0	3
5		MBAC0017	Research Methodology	3	0	0	3
6		MBAC0018	Business Statistics	3	0	0	3
7		MBAC0019	Managerial Aptitude – II	3	0	0	1
			Total				19
S.No.	Trimester	Code	Subject	L	T	P	Credits
1	III	MBAE0020	Financial Management	3	0	0	3
2		MBAC0021	Human Resource Management	3	0	0	3
3		MBAE0022	International Business Management	3	0	0	3
4		MBAC0023	Operations Research	3	0	0	3
5		MBAC0024	Marketing Management	3	0	0	3
6		MBAE0025	Operations Management	3	0	0	3
7		MBAE0026	Business Analytics	3	0	0	3
8		MBAE0027	Fundamentals of Banking and Insurance	3	0	0	3
9		MBAC0028	Managerial Aptitude – III	3	0	0	1
			Total				19
S.No.	Trimester	Code	Subject	L	T	P	Credits
1	IV	MBAC0029	Strategic Management	3	0	0	3
2		MBAC0030	Supply Chain Management	3	0	0	3
3			Elective – 1	3	0	0	3
4			Elective – 2	3	0	0	3
5			Elective – 3	3	0	0	3
6			Elective – 4	3	0	0	3
7		MBAJ0001	Summer Training Report	0	0	0	6
8		MBAC0031	Managerial Aptitude – IV	3	0	0	1
			Total				25
S.No.	Trimester	Code	Subject	L	T	P	Credits
1	V	MBAC0032	Corporate Governance and Business Ethics	3	0	0	3
2		MBAC0033	Project Management	3	0	0	3

3			Elective – 1	3	0	0	3
4			Elective – 2	3	0	0	3
5			Elective – 3	3	0	0	3
6			Elective – 4	3	0	0	3
7		MBAC0034	Managerial Aptitude – V	3	0	0	1
			Total				19
S.No.	Trimester	Code	Subject	L	T	P	Credits
1	VI	MBAC0035	Entrepreneurship Management	3	0	0	3
2		MBAC0036	Innovating for Sustainability	3	0	0	3
3			Elective – 1	3	0	0	3
4			Elective – 2	3	0	0	3
5			Open Elective – 1	3	0	0	3
6			Open Elective – 2	3	0	0	3
7		MBAJ0002	Research Project Report	0	0	0	3
8		MBAC0037	Managerial Aptitude – VI	3	0	0	1
			Total				22
			Total Credits				126
S.No.	Group	Code	Subject	L	T	P	Credits
1	Group 1: Marketing	MBAE0002	Consumer Behavior	3	0	0	3
2		MBAE0004	Marketing of Services	3	0	0	3
3		MBAO0025	Digital Marketing	3	0	0	3
4		MBAE0090	Fundamentals of Retail Management	3	0	0	3
5		MBAE0056	Marketing Research*	3	0	0	3
6		MBAE0003	Sales and Distribution Management	3	0	0	3
7		MBAE0092	Business to Business Marketing	3	0	0	3
8		MBAO0001	Rural Marketing Management	3	0	0	3
9		MBAE0055	Product and Brand Management *	3	0	0	3
10		MBAE0057	Advertising Management*	3	0	0	3
11		MBAE0091	Customer Relationship Management	3	0	0	3
12		MBAE0019	International Marketing	3	0	0	3
S.No.	Group	Code	Subject	L	T	P	Credits
1	GROUP 2: HUMAN RESOURCE	MBAE0009	Labour and Social Security Legislations*	3	0	0	3
2		MBAO0002	Leadership and Team Building	3	0	0	3
3		MBAE0005	Performance Management and Competency Mapping	3	0	0	3
4		MBAE0059	Industrial Relations and Trade Union*	3	0	0	3
5		MBAE0090	Organizational Change and Development	3	0	0	3
6		MBAE0007	Managerial Counseling and Stress Management	3	0	0	3
7		MBAE0058	Training and Development*	3	0	0	3
8		MBAE0008	Conflict Management and Negotiation	3	0	0	3

9		MBAO0003	International and Strategic Dimensions of Human Resource	3	0	0	3
S.No.	Group	Code	Subject	L	T	P	Credits
1	GROUP 3: FINANCE MANAGEMENT	MBAE0010	Business Analysis and Valuation	3	0	0	3
2		MBAE0061	Investment and Portfolio Management*	3	0	0	3
3		MBAO0004	Mergers, Acquisition and Corporate Restructuring	3	0	0	3
4		MBAE0011	Working Capital Management	3	0	0	3
5		MBAE0012	Financial Derivatives	3	0	0	3
6		MBAO0005	Micro Finance	3	0	0	3
7		MBAE0062	Management of Financial Services and Institutions*	3	0	0	3
8		MBAE0013	Tax Planning	3	0	0	3
9		MBAE0014	International Financial Management	3	0	0	3
10		MBAE0015	Risk and Insurance Management	3	0	0	3
11		MBAE0063	Wealth Management and Personal Financial Planning*	3	0	0	3
S.No.	Group	Code	Subject	L	T	P	Credits
1	GROUP 4: International Business Management	MBAE0016	Global Business Environment	3	0	0	3
2		MBAE0064	International Trade*	3	0	0	3
3		MBAO0006	International Treaties and Conventions	3	0	0	3
4		MBAE0017	Global Strategic Management	3	0	0	3
5		MBAE0065	Export- Import Procedures and Documentation*	3	0	0	3
6		MBAE0018	International Logistics	3	0	0	3
7		MBAE0066	Cross Cultural Issues in International Management*	3	0	0	3
8		MBAO0003	International and Strategic Dimensions of Human Resource	3	0	0	3
9		MBAE0019	International Marketing	3	0	0	3
S.No.	Group	Code	Subject	L	T	P	Credits
1	GROUP 5: Information Technology Management	MBAE0067	Business Intelligence and Data Mining*	3	0	0	3
2		MBAO0007	Database Management System	3	0	0	3
3		MBAE0092	Internet Programming and Visual Basics	3	0	0	3
4		MBAE0068	E-Business*	3	0	0	3
5		MBAE0021	Strategic Information System Planning	3	0	0	3

6		MBAE0022	System Analysis and Design	3	0	0	3
7		MBAE0069	Data Communication Networks*	3	0	0	3
8		MBAO0008	Software Management	3	0	0	3
S.No.	Group	Code	Subject	L	T	P	Credits
1	GROUP 6: Retail Management	MBAE0023	Finance in Retail Operations	3	0	0	3
2		MBAE0070	Fundamentals of Retail Management*	3	0	0	3
3		MBAE0024	Shoppers' Behaviour and Selling Skills	3	0	0	3
4		MBAE0025	Legal issues in Retail	3	0	0	3
5		MBAE0026	Retail Store Operation	3	0	0	3
6		MBAE0071	Store Design Layout and Visual Merchandising*	3	0	0	3
7		MBAO0009	Retail Information Systems	3	0	0	3
8		MBAO0010	Retail Merchandising	3	0	0	3
9		MBAE0072	Retail Supply Chain Management and Vendor Development*	3	0	0	3
S.No.	Group	Code	Subject	L	T	P	Credits
1	GROUP 7: Development Management	MBAE0027	Environmental Management for Rural Development	3	0	0	3
2		MBAE0073	Inclusive Growth for Sustainable Development*	3	0	0	3
3		MBAO0011	Non-Government Organizations Management	3	0	0	3
4		MBAE0028	Developmental Projects and Impact assessment	3	0	0	3
5		MBAO0005	Micro Finance*	3	0	0	3
6		MBAO0001	Rural Marketing Management	3	0	0	3
7		MBAE0029	Livelihood System and Promotion	3	0	0	3
8		MBAE0030	Participatory Research Methods	3	0	0	3
9		MBAE0074	Public Policy and Health*	3	0	0	3
S.No.	Group	Code	Subject	L	T	P	Credits
1	GROUP 8: Strategy & Technology Management	MBAO0012	Management of Innovation and Research and Development.	3	0	0	3
2		MBAO0004	Mergers, Acquisition and Corporate Restructuring	3	0	0	3
3		MBAE0075	Technology Policy *	3	0	0	3
4		MBAE0083	Business Intelligence	3	0	0	3
5		MBAO0013	Knowledge management Techniques for Technology Management	3	0	0	3
6		MBAE0076	Management of Intellectual Property Rights*	3	0	0	3
7		MBAE0033	Change Management	3	0	0	3

8		MBAE0077	Strategy Implementation and Control*	3	0	0	3
9		MBAE0034	Technology Forecasting	3	0	0	3
10		MBAE0035	Management of Technology Transfer and Adaption	3	0	0	3
S.No.	Group	Code	Subject	L	T	P	Credits
1	GROUP 9: Operations Management	MBAE0036	Advance Project Management	3	0	0	3
2		MBAE0078	Demand and Business Forecasting*	3	0	0	3
3		MBAO0014	Operations Strategy	3	0	0	3
4		MBAE0037	Advanced Inventory Control	3	0	0	3
5		MBAE0038	Manufacturing System	3	0	0	3
6		MBAO0015	Total Quality Management*	3	0	0	3
7		MBAE0039	Service Operations Management	3	0	0	3
8		MBAO0021	Total Productivity Management	3	0	0	3
9		MBAE0079	Purchase Management*	3	0	0	3
S.No.	Group	Code	Subject	L	T	P	Credits
1	GROUP 10: Banking & Financial Services	MBAE0080	Management of Commercial Banks and Retail Banking*	3	0	0	3
2		MBAE0040	Security Analysis and Portfolio Management	3	0	0	3
3		MBAO0016	Investment Banking	3	0	0	3
4		MBAE0081	Financial Markets and Institutions*	3	0	0	3
5		MBAE0041	Risk Management in Banks and Derivatives	3	0	0	3
6		MBAE0042	Rural Banking and Micro Finance	3	0	0	3
7		MBAE0082	Principles and Practices of Life Insurance*	3	0	0	3
8		MBAE0043	Fundamentals of General Insurance	3	0	0	3
9		MBAO0017	International Banking	3	0	0	3
S.No.	Group	Code	Subject	L	T	P	Credits
1	GROUP 11: Business Analytics	MBAE0044	Business Modeling with Spreadsheets	3	0	0	3
2		MBAE0045	Data Environment and Management	3	0	0	3
3		MBAE0083	Business Intelligence*	3	0	0	3
4		MBAO0018	Data Mining	3	0	0	3
5		MBAE0084	Data Visualization*	3	0	0	3
6		MBAE0046	Big Data Analysis	3	0	0	3
7		MBAE0047	Predictive Modeling	3	0	0	3
8		MBAE0048	Marketing Analytics	3	0	0	3
9		MBAE0049	Financial Analytics	3	0	0	3
10		MBAE0050	Human resource Analytics	3	0	0	3
11		MBAE0085	Social and web analytics*	3	0	0	3
12		MBAE0086	Programming for Analytics	3	0	0	3

S.No.	Group	Code	Subject	L	T	P	Credits
1	GROUP 12: Supply chain management	MBAE0087	Logistics Management*	3	0	0	3
2		MBAO0019	Recent Trends in E-Commerce	3	0	0	3
3		MBAE0051	Store Keeping and Warehousing	3	0	0	3
4		MBAE0088	Purchasing and Inventory Management*	3	0	0	3
5		MBAE0052	Green Supply chain Management	3	0	0	3
6		MBAO0020	Strategic and Implementation Issues in SCM	3	0	0	3
7		MBAE0053	Performance Metrics and Modeling	3	0	0	3
8		MBAE0089	Enterprise Resource Planning*	3	0	0	3
9		MBAE0054	Supply chain Analytics	3	0	0	3

MBAC006: Business Environment

Objective:

- » To develop the concept of the business organization operating within the parameters of the internal and external environment.
- » To understand the place of business within the economic system and present some important economic principles relevant to the behavior of business in response to changes in the environment.
- » To impart knowledge about, and encourage awareness of, current issues, facts and events in the local national and international business world.

Credits: 05**L-T-P-J: 3-0-0-0**

Unit No.	Content	Teaching Hours
UNIT – I	Introduction to Business Environment: Concept, Significance, Nature, Framework for internal / external environment. Environmental analysis: Meaning, Nature, Steps. Methods of environmental scanning: SWOT, ETOP, PESTL.	(5 Sessions)
UNIT –II	Financial System & legal Environment: Indian financial System: Objectives, features and components; Money & Capital market, EXIM Policy and Role of FII & FDI.	(6 Sessions)
UNIT – III	RBI-Role and functions, Monetary policy and Fiscal Policy.	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Economic & Political Environment: Economic Systems, NITI Aayog: Roles and responsibilities, Policy for Small Scale Industry (MSME Act).	(6 Sessions)
UNIT – V	Technological Environment: Overview of Technology policy- Technology S Curve and Technology transfer, intellectual property rights.	(4 Sessions)
UNIT – VI	International Environment: Introduction to balance of payment and balance of trade, International Economic Institutes: WTO, World Bank, IMF.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Aswathappa, K. “Essentials of Business Environment”: Himalaya Publishing House, 2010.
- Cherunilam, F. “Business Environment. 18th edition”: Himalaya Publishing House, 2010.
- Paul, J. “Business Environment. 3rd Edition”: Tata McGraw-Hill Publication, 2008.

Reference Books:

- Goyal, Dr. A. “Environment For Managers. 1st edition”: V.K (India) Enterprises, 2010.
- Neelamegam, V. “Business Environment”: Vrinda Publication, 2010.

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO1 Outcome

After completion of course, the student will be able to:

- CO1: Understand the concept of the business organization operating within the parameters of the internal and external environment.
- CO2: Explain the functioning of the Indian financial system and the various elements of the financial system.
- CO3: Examine the role of RBI in formulating various policies.
- CO4: Compare and contrast the different economic systems and their role in development of the nation.
- CO5: Determine the role of Intellectual Property rights in safeguarding the intellectual property.
- CO6: Understand the international environment focusing on BOP and BOT.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO1/ PSO1, PSO2
CO3	PO1/ PSO1, PSO2
CO4	PO1/ PSO1, PSO2
CO5	PO1/ PSO1, PSO3
CO6	PO1/ PSO1, PSO3

MBAC0007: Financial Accounting

Objectives:

- » Understand the role and relevance of financial accounting in management.
- » Explore the various dimensions of financial accounting and their implications in financial spectrum of a business entity.

Credits: 03

L-T-P-J: 3-0-0-0

Module No.	Content	Teaching Hours
1	Overview of Financial Accounting: Role, Functions, Users, Principles, Concept, Conventions, Accounting Cycle.	3
2	Preparation of Original Books of Entries: Preparation of Journal, Ledger and Trial Balance.	5
3	Preparation of Trading Account, Profit & Loss Account and Balance Sheet (With Basic Adjustment) Preparation of Statement of Profit & Loss and Balance Sheet as per Companies Act, 2013 without adjustment	7
MID-TERM EXAMINATION		
4	Introduction to Financial Analysis: Role, Types, Tools, Limitations Ratio Analysis: Types of Ratios, Profitability Ratio, Turnover Ratio, Financial Ratio: Computation & Analysis	5
5	Preparation and Interpretation of Fund flow Statement: Concept of fund flow, Statement of Changes in Working Capital, Fund from Operation, Fund Flow Statement	5
6	Preparation of Cash Flow Statement (As per AS 3) Cash flow from Operating / Investing / Financing Activities Direct or Indirect Method of preparation of Cash Flow Statement.	5
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- Tulsian, P. C. (Latest Edition). "Financial Accounting". New Delhi: Pearson Education.

Reference Books:

- Narayanaswami, R., "Financial Accounting: Managerial Perspective". New Delhi: Prentice Hall of India Private Limited.

- Maheshwari, S. N., & Maheshwari, S. K., Latest Edition. “An Introduction to Accountancy”. New Delhi: Vikas Publishing House Pvt. Ltd.
- Neelakantan, Ramchandran & Kakani Latest Edition. “Financial Accounting for Management”. Tata McGraw-Hill Publishing Company Limited, New Delhi.

FOCUS: This course focuses on Employability aligned with CO3 Outcome.

Outcome: After completion of course, the student will be able to:

- CO1: Understanding of different concepts of Financial Accounting and preparation of Original Book of Entry.
- CO2: Preparation of Original Book of Entry and recording, classifying the transactions
- CO3: Understanding the profit and loss statement and balance sheet with adjustment and Preparation of Income Statement and Position Statement
- CO4: Identifying the role of financial analysis and evaluation of organizations on the basis of various ratio analysis.
- CO5: Understanding the Preparation and Interpretation of Fund Flow Statement.
- CO6: Understanding the mechanism of Preparation of Cash Flow Statement

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO1 / PSO1
CO3	PO2/ PSO1, PSO2
CO4	PO1/ PSO2, PSO3
CO5	PO1 / PSO2, PSO3
CO6	PO1 / PSO2, PSO3

MBAC0008: Micro Economics

Objectives:

- » To analyze & interpret fundamentals of micro economics.
- » To study the interrelationship in an open economic system.
- » To master a range of methods and techniques of strategic analysis and have a clear appreciation of their theoretical and empirical foundations, range of applicability, qualifications and limitations.

Credits: 3

L-T-P-I: 3-0-0-0

Unit No.	Contents	Teaching Hours
UNIT – I	Overview:Importance of economics in management, Nature and scope of Managerial Economics, Its relationship with other Disciplines. Significance in Decision-Making and Fundamental Concepts, Theory of Firm, Objectives of a Firm	(4 Sessions)
UNIT –II	Demand and Supply Analysis: Demand and its functions , Law of demand and Reasons and exceptions of law demand, Supply and Its functions, Law of supply, Market equilibrium. Elasticity of Demand and its types: Price elasticity, income elasticity, cross elasticity, advertisement elasticity. Methods of measuring elasticity of demand: Percentage method, point method, arc method, total outlay method. Elasticity of supply and its types.	(6 Sessions)
UNIT – III	Consumer’s Behavior: Utility Analysis, law of diminishing marginal utility, Principle of equi-marginal utility. Indifference Curve Analysis: Indifference Curves, Marginal rate of substitution(MRS)-relationship between MRS and marginal utilities. Revealed Preference Theory Demand Forecasting Methods: Qualitative methods and Quantitative methods	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Production: Production Concepts and Analysis, Production Function, Characteristics of various Factors of Production; Laws of Production, Short-Run, Long –Run	(4 Sessions)
UNIT – V	Cost Analysis: Cost Concepts and Analysis, Empirical estimates of Costs, Short-run and Long-run Average Costs Curves and its Analysis	(5 Sessions)
UNIT – VI	Pricing Decisions: Pricing under different Market Structure, Perfect and Imperfect (monopoly, monopolistic and oligopoly) markets. Characteristics of monopsony, duopsony Pricing strategies: Collusive and Non-Collusive Oligopoly	(6 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- »» Geetika, Ghosh P., Choudhary R. P. Managerial Economics. Tata McGraw Hill Publication.
- »» Petersen, C. Managerial Economics. Pearson Education

Reference Books:

- »» Ahuja H.L. Managerial Economics. S. Chand
- »» Dornbusch, R. and Fischer, S. Macro Economics.. Tata McGraw Hill Publication.
- »» Thomas, R. C., Maurice, C. S., & Sarkar, S. Managerial Economics. Tata McGraw Hill Publication.
- »» Dwevedi, D. N. Principles of Economics. Vikas Publication.
- »» Patnaik, P. Macro Economics. Oxford University Press,
- »» Rangarajan C. & Dholakia B.H. Principles of Macroeconomics. Tata McGraw Hill Publication.

FOCUS: This course focuses on Employability aligned with CO1 Outcome.

Outcomes: After completion of the course student will be able to:

- »» CO1: To understand the basic concepts in Managerial Economics relevant to consumer, producer and wealth-owner.
- »» CO2: Outlining the concepts and laws of demand and supply.
- »» CO3: Understanding the basic concepts, theories and laws of utility and indifference curve
- »» CO4: Illustration of concept of production function and laws of production.
- »» CO5: Understanding the various cost functions and curves.
- »» CO6: Comparing the various market structures and pricing strategies.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Course Outcome	PO/PSO
CO1	PO1/PSO1, PSO2
CO2	PO1/PSO3
CO3	PO1/PSO2

CO4	PO1/PSO3,PSO4
CO5	PO1/PSO2
CO6	PO1/PSO1, PSO5

MBAC0009: Principles and Practices of Management

Objectives:

- » Evaluate and explore the basics of management and various dimensions of management
- » Analyze communication situations and develop effective communication strategies and Communicate persuasively
- » Use visuals/graphics for impact and Make successful formal and informal presentations

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Management: Concept, Nature, Importance; Management: Art and Science, Management As a Profession, Management Vs. Administration, Management Skills, And Levels of Management. Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach. Social Responsibility of Managers and Ethics in Managing	(7 Sessions)
UNIT –II	Planning: Nature, Scope, Objectives, Types, Process, and Barriers to Effective Planning. Concept of planning premises, Decision Making techniques.	(4 Sessions)
UNIT – III	Organizing: Concept, Forms of Organizational Structure, Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility.	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Staffing: Meaning, objectives and process. Elements of Staffing: Concepts of Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal	(5 Sessions)
UNIT – V	Directing: Concept of Direction and Supervision. Functions	(5 Sessions)

	&qualities of supervisor. Motivation: Concept, Maslow's Theory, Herzberg's two factor theory, Theory X & Theory Y.	
UNIT – VI	Leadership: Concept and Functions, Leadership style, Leadership traits. Controlling: Concept, Types of Control, and its process.	(5 Sessions)
* **	Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutes	

Text Books:

- Stoner, Freeman, & Gilbert, Jr. 6th Edition. Management. Prentice Hall of India. 2008
- Harold, K. & Heinz, W. Essentials of Management. 5th Edition. Tata McGraw Hill. 2009

Reference Books:

- Robbins & Coulter. Management. 9th Edition. Prentice Hall of India. 2007
- Robbins, S. P., & Decenzo, D. A. Fundamentals of Management: Essential Concepts and Applications. 6th Edition. Pearson Education. 2007
- Wehrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective McGraw Hill, 12 Edition. 2008

FOCUS: This course focuses on Skill development aligned with CO1 Outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of basic concepts of management, management theories, ethics in business and social responsibility of business.
- CO2: Understanding of role of planning and decision making in managing business situations
- CO3: Application of organising strategies for better handling of business and resources
- CO4: Application of staffing concepts and utilizing human resources effectively
- CO5: Understanding the concept of direction and motivation in managing human resources
- CO6: Application of leadership and controlling in attaining organisational objectives.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO2
CO2	PO2/PSO1,PSO2, PSO3
CO3	PO2/PSO1
CO4	PO1/PSO2
CO5	PO1/PSO1, PSO4
CO6	PO1, PO2/PSO1, PSO2

MBAC0010: Quantitative Techniques

Objectives:

- » To provide students with the understanding of role of quantitative techniques in business decision making
- » To prepare a common platform for students for better understanding of statistical tools.
- » To familiarize the students of different streams about different quantitative techniques.

Credits: 03
0-0

L-T-P-J: 3-0-

UNIT – I	Introduction Introduction of statistics, types of statistical methods, importance ,scope and limitations ,Data classification, tabulation and representation	(4Sessions)
UNIT –II	Measures of Central Tendency: Arithmetic Mean, Geometric Mean, Harmonic Mean and Weighted Average, Median and Mode	(4 Sessions)
UNIT – III	Measures of Dispersion: Range, Average Deviations, Standard Deviation, Combined Standard Deviation and the Coefficient of Variation Skewness, Moments and Kurtosis : Introduction, measures and applications	(7 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Correlation and Regression: Introduction, Correlation Analysis – Coefficient of Correlation, Regression, Estimation using, egression lines, .	(5 Sessions)
UNIT – V	Probability: Basic concept, Three Types of Approaches to Probability, Addition and Multiplication Theorems, Conditional Probability and Baye's theorem	(5 Sessions)

UNIT – VI	Probability Distribution: Binomial Distribution, Poisson Distribution and Normal Distribution, their Characteristics and Applications in Business Management	(5 Sessions)
* sessions **	Provision for presentations / assignments / case analysis in additional 1 Session = 60 Minutes	

Text Books:

- » Sharma, J. K..Business Statistics. New Delhi: Pearson Education (P) Ltd.
- » Bali, N. P., Gupta, P. N., & Gandhi, C. P.. Text Book of Quantitative Techniques. New Delhi: Laxmi Publications (P) Ltd.

Reference Books:

- » Bajpai, N..Business Statistics. New Delhi: Pearson Education (P) Ltd.
- » Levin, R. I..Statistics for Management. New Delhi:Pearson Education (P) Ltd.
- » Hooda, R. P..Statistics for Business and Economics. New Delhi: Macmillan Publication.
- » Beri, G. C..Business Statistics. New Delhi: Tata McGraw Hill Publishing Company Ltd.
- » Gupta, S.C..Fundamentals of Statistics. New Delhi: Himalaya Publishing House.
- » Elhance, D.N..Fundamentals of Statistics. New Delhi: Kitab Mahal Distributors New Delhi.

FOCUS: This course focuses on Skill development aligned with CO3 Outcome

Outcome:After completion of course, the student will be able to:

- CO1: Understanding the various aspects of statistics including its scope, importance and limitations. Discussing data and its various aspects
- CO2: Understanding the basic concept and applications of measures of central tendency and dispersion.
- CO3: Determine the procedures to apply correlation and regression methods in order to obtain the relationships between variables and datasets
- CO4: Understanding the basic concepts of probability and its related operations
- CO5: Acquaintance of selection mechanism of suitable probability distributions to various business management problems
- CO6: Discussing the concept, aspects and applications of estimation procedure using samples to determine the population parameters

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Course Outcome	POs/PSOs
CO1	PO1/PSO1, PSO2
CO2	PO1/PSO1, PSO2
CO3	PO2/PSO1, PSO2
CO4	PO2//PSO1, PSO2
CO5	PO1/PSO1, PSO2
CO6	PO1,PO2/PSO1, PSO2

MBAC0011: Computer Applications in Management

Objective:

- » To provide hands on experience to students in using computers for data organization and addressing business needs.
- » Through this course, it is intended to familiarize the students of Management with the computer hardware and software's and their applications in various domains of the management through studying software.

Credits:05

L-T-P-J: 3-0-0-0

Module No.	Content	Teaching Hours
UNIT I.	<p>Introduction to Computer System: Basic Computer Organization: Introduction, features and capabilities, components of computer system, classification of computers; Applications of Computers in Business.</p> <p>MS Word: Office Button, Ribbon and tabs, Text Basics, Proofing features, Formatting text, Formatting Paragraph, Working with Tables, Inserting Illustrations, Working with Lists, Using WordArt.</p> <p>MS Power Point: Microsoft office Button, Quick Access Toolbar, Ribbon and Tabs, Creating a Presentation, Apply Theme, Text Basics, Inserting Pictures, Working with tables, Working with charts, Slide Effects.</p>	5 Sessions

	Software's : MS Word, MS power Point, MS Excel, Outlook, Internet	
UNIT II.	MS-Excel: Introduction to Microsoft Excel, How to Add, Subtract, Multiply, Divide in Excel, Excel Data Validation, Filters, Grouping, Introduction to formulas and functions in Excel, Logical functions (operators) and conditions in Excel, Visualizing data using charts in Excel, Absolute & relative addressing, Pivot Tables in Excel, Creating Advanced Charts in Excel, Introduction to Macros in Excel, Case Study: Managing personal finance using Microsoft Excel.	6 Sessions
UNIT III.	Software: Introduction; Types of software with examples Operating systems: Introduction to operating system, Functions of operating system, Classification of operating System Computer Networks: Computer and communication networks, Evolution of computer networks, LAN, MAN, WAN, Network topologies , Modes of Data communication	4 Sessions

UNIT IV	Database Management System: Overview of DBMS; Components of DBMS. Concept, Characteristics, Objectives, Advantage & limitations, entity, attribute, schema, subschema, RDBMS, Introduction to MS Access, Creation of Table, adding data in table, querying data in table, querying criteria, action queries, create queries, parameter queries.	6 Sessions
UNIT V	E-commerce: Introduction, Comparison between Traditional commerce and E-Commerce, Advantages & Disadvantages of e-commerce, Issues in Implementing Electronic Commerce. Accounting Information System: - Introduction to Accounting Packages: Preparation of vouchers, invoice and salary statements; maintenance of inventory records; maintenance of Accounting books and final accounts; financial reports generation. Software – Wave Accounting	4 Sessions

UNIT VI	Human Resource Information System :- Use of various HR application – 360 Degree Feedback, Applicant Tracking, Attendance Tracking Marketing Information System:- Brand Management, Campaign Management, Email Marketing, Mailroom Management, Contact Management Software's – QuickBase, HRIS	5 Sessions
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Text Books:

- ☐ Bharihoke, D., “Fundamentals of Information Technology”: New Delhi: Excel Books, 2009.
- ☐ Norton, P., “Introduction to Computers”: New Delhi: Tata McGraw Hill Publications, 2006.
- ☐ RitendraGoel & D.N. Kakkar, “Computer Applications in Management”: New Delhi: New Age International (P) Ltd, 2004.

Reference Books:

- ☐ Basandra, S. K., “Computers Today”: Greater Noida: Galgotia Publication Pvt.Ltd, 2003.
- ☐ Leon, A., & Leon, M. “Introduction to Computers”: New Delhi: Vikas Publishing House Pvt. Ltd., 1989.

FOCUS: This course focuses on Skill development aligned with CO3 Outcome.

Outcome: After completion of course, the student will be able to:

- ☐ CO1: Understanding of the basic of computer with its applications in business.
- ☐ CO2: Perform formulas and functions in MS-Excel.
- ☐ CO3: Understanding of the basic of computer operating systems and networks with software.
- ☐ CO4: Understanding of the Database Management System with adding and querying data in the tables.
- ☐ CO5: Understanding of the e-commerce with its advantage and disadvantage and the use of accounting packages in business.
- ☐ CO6: Applying information system in HR and marketing to support in

decision-making.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO2/ PSO1
CO2	PO2/PSO2
CO3	PO2/PSO1
CO4	PO2/PSO1
CO5	PO2/PSO1
CO6	PO4/PSO2

MBAC0038: Managerial Communication

Objective:

- » To enable students, analyze communication situations and develop effective communication strategies
- » To develop skills for communicate professionally and persuasively
- » To make students learn skills for successful formal and informal presentations

Credits: 05

L-T-P-J:3-0-0-0

Unit No.	Content	Teaching Hours
UNIT – I	Communication at workplace: Understanding Corporate communication, Objectives and Role of Communication, Process of Communication, Channels and Types of Communication, Communication Network, The C's of Good Communication.	(5 Sessions)
UNIT –II	Verbal communication: Introduction, Oral and Written communication- letter writing and report writing. Business Presentations: Elements of Business Presentation, Visual & Audio aids in Presentation. Designing a Presentation, Effective listening, and Technology Enabled Communication	(5 Sessions)
UNIT –	Non- Verbal Communication:	(5 Sessions)

III	Body language: concept, importance, kinesics and its various elements: Eye Contact, Facial Expression, Gestures, Postures, Proximics, Chronemics. Oculistics. Color as Non- verbal Communication, Paralanguage: Concept, Importance, Elements/Parts of Paralanguage: Voice, Word Stress, Pitch, Pause, Rate, Volume, And Articulation.	
MID-TERM EXAMINATION		
UNIT – IV	Interpersonal communication at workplace: Building an open climate for resolving conflict and developing effective style of communication. Creative business Meetings: Techniques to conduct different types of business meetings.	(4 Sessions)
UNIT – V	Cross-Cultural Communication: Business Etiquettes and cross-cultural issues. Introduction, Concept, Significance, Exchanging Business Cards, Dining Etiquettes, Telephonic Etiquettes, netiquettes, Interacting with foreign clients.	(6 Sessions)
UNIT – VI	Group Communication Media Management: Press Release, Press Report, Press Conferences, Public Speaking, Role of communication in Negotiation.	(5 Sessions)
* **	Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutes	

Text Books:

- Lesikar, R.V. and Petitt, J.D.Jr., “Business Communication: Skills for Empowering the Internet Generation 10th Edition”: Tata McGraw-Hill Publication, 2005.

Reference Books:

- Mohan, Krishna and Banerji M., “Developing Communication Skills”: Macmillan Publishers India Ltd, 2008.
- Sharma, R.C. and Mohan, K., “Business Report Writing and Correspondence: Practical Approach to Business and Technical Communication. 3rd Edition”: Tata McGraw-Hill Publication. 2002.
- Chaturvedi, P.D. and Chaturvedi, M., “Business Communication: Concepts, Cases and Applications”: Pearson Education, 2007.

FOCUS: This course focuses on Skill development aligned with CO1 Outcome.

Outcome: After completion of course, the student will be able to:

- CO1: Understand the concept, process and barriers of corporate communication
- CO2: Explain verbal communication and business presentations with its implications
- CO3: Define the concept of Non Verbal Communication
- CO4: Understand the concept of Interpersonal communication
- CO5: Explain cross-cultural communication and its implication while interacting with foreign clients
- CO6: Understand the concept of Media management and Business negotiation

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1/PSO1, PSO2
CO2	PO1/PSO1, PSO2
CO3	PO1/PSO1, PSO2
CO4	PO1/PSO1, PSO2
CO5	PO1/PSO1, PSO2
CO6	PO1/PSO1, PSO2

MBAC0013:Business Law

Objective:

- » To make the student aware about the basic act The Contract Act 1872 so that the fair level of understanding can be developed.
- » Getting them acquainted with the other mercantile laws like ‘Partnership, Sales of good, Company Act and IT Act.
- » It is like a package for all the aspirants to understand at least the entry level complexities in Law.

Credits: 03

L-T-P-J: 3-0-0-0

UNIT – I	Introduction:- Meaning of Law. Contract Act, 1872 Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration,	(8 Sessions)
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	Capacity to Contract, Free consent, Legality of object, Breach of a Contract, Damages for breach of a contract. Quasi contracts.	
UNIT –II	Consumer Protection Act 1986.	(3 Sessions)
UNIT –III	Sale of Good Act, 1930 Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, buyer, Remedies for Breach.	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Limited Liability Partnership: Meaning, Salient features and Advantage. Companies Act, 2013 Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association.	(5 Sessions)
UNIT – V	Companies Act, 2013 Prospectus, Kinds of Companies, Directors: Powers and duties, Meetings, Winding up.	(6 Sessions)
UNIT – VI	The Information Technology Act, 2000 Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Secure Electronic Records and Secure Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- »» Porwal, L.M. & Kumar, S. Business Law. N. Delhi, Virnda Publication Ltd 2010.
- »» Kapoor, N.D. . Elements of Merchantile Law. New Delhi: Sultan Chand & Sons. 2009
- »» Tulsian, P.C. Business law. New Delhi: Tata McGraw Hill Publishing Company Ltd. 2006

Reference books:

- »» ICAI University Press Hyderabad. Business Law .2005
- »» Kuchhal, M.C. Business Law. New Delhi: Vikas Publishing House Pvt Ltd. 2005
- »» Gulshan, S.S. Business law. New Delhi: New Age International Pvt Ltd. 2007

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO1 Outcome

Outcome: After completion of course, the student will be able to:

- » CO1 Understand the contract Act 1872 with the Essential of Valid contract along with classifications of special contract.
- » CO2 Understand the process of Consumer Protection Act 1986 and its role in business world.
- » CO3 Apply the knowledge of special mercantile laws like Sales of good Act.
- » CO4 Identify the intricacies involved in registering the Companies under companies Act, 2013
- » CO5 Recognize the roles of directors and the process of winding up of company under Companies Act, 2013.
- » CO6 Understand the importance of The Information Technology Act, 2000 in the view of current IT era

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1,PO2 /PSO4
CO2	PO1/PO4/PSO1/PSO4
CO3	PO1PSO1/PSO4
CO4	PO1/PO3/PSO3
CO5	PO1/PO3/PSO3
CO6	PO5PSO1/PSO4

MBAC0014: Macro Economics

Objectives:

- » To analyze & interpret fundamentals of Macroeconomics.
- » To study the interrelationship in an open economic system.
- » To master a range of methods and techniques of strategic analysis and have a clear appreciation of their theoretical and empirical foundations, range of applicability, qualifications and limitations.

Credits: 3

L-T-P-I: 3-0-0-0

Unit No.	Contents	Teaching Hours
UNIT – I	Introduction to Macroeconomics and National Income Accounting Basic issues studied in macroeconomics; measurement of gross domestic product; income, expenditure and the circular flow; real versus nominal GDP; price indices; national income accounting for an open economy.	(5Sessions)
UNIT –II	Money Functions of money; quantity theory of money; determination of money supply and demand; credit creation; tools of monetary policy.	(5 Sessions)
UNIT – III	Inflation, Unemployment and Expectations Inflation and its social costs; hyperinflation. Phillips curve; adaptive and rational expectations; policy ineffectiveness debate	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Aggregate Demand and Aggregate Supply Curves Derivation of aggregate demand and aggregate and supply curves; interaction of aggregate demand and supply.	(5 Sessions)
UNIT – V	Closed Economy in the Short Run Classical and Keynesian systems; simple Keynesian model of income determination; IS-LM model; fiscal and monetary	(5 Sessions)

	multipliers.	
UNIT – VI	Open Economy Models Short-run open economy models; Mundell-Fleming model; exchange rate determination; purchasing power parity; asset market approach; Dornbusch's overshooting model; monetary approach to balance of payments; international financial markets.	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- N. Gregory Mankiw. Macroeconomics, Worth Publishers, 7th edition, 2010.
- Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 11th edition, 2010.

Reference Book:

- Olivier Blanchard, Macroeconomics, Pearson Education, Inc., 5th edition, 2009.
- Richard T. Froyen, Macroeconomics, Pearson Education Asia, 2nd edition, 2005. Andrew B. Abel and Ben S. Bernanke, Macroeconomics, Pearson Education, Inc., 7th edition, 2011.
- Errol D'Souza, Macroeconomics, Pearson Education, 2009.
- Paul R. Krugman, Maurice Obstfeld and Marc Melitz, International Economics, Pearson Education Asia, 9th edition, 2012.

FOCUS: This course focuses on Employability aligned with CO2 Outcome

Outcomes:After completion of course, the student will be able to:

- Understand the basic concepts Macroeconomics.
- Understanding of the interrelationship in an open economic system.
- Know the dealings of Macroeconomics with the aggregate economy.
- Develop their awareness regarding careers related opportunities associated with sectors associated with macroeconomics.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Course Outcome	PO/PSO
CO1	PO2/ PSO1
CO2	PO2/ PSO2
CO3	PO2/PSO 1
CO4	PO1/PSO2
CO5	PO2/PSO1
CO6	PO4/PSO2

MBAC0015: Cost and Management Accounting

Objectives:

- » To familiarize the students with cost records/statements and principles underlying them and to develop their skills in understanding and appreciating cost information.
- » To acquaint them in brief with cost and management accounting mechanics, process and system, but emphasis is laid on sound concepts and their managerial implications.
- » To develop an appreciation about the utility of cost information as a vital input for management information and decision making process.

Credits: 03

L-T-P-J: 3-0-0-0

Module No.	Content	Teaching Hours
1	Introduction to Cost Accounting Role of Cost Accounting in Decision Making, Scope, Nature, Functions, Types of Cost, Cost Accounting and Financial Accounting	4
2	Components and Preparation of Cost Sheet, Methods of Costing.	5
3	Introduction and Application to Management Accounting Scope, Nature, Functions of Management Accounting in Managerial Decision Making. Break Even Analysis: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution and Breakeven Point and their analysis, Margin of Safety, Angle of Incidence	6
MID-TERM EXAMINATION		
4	Budgeting and Budgetary Control: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget and Master Budget, Advantages and Limitations of Budgetary Control. Zero Base Budgeting	6
5	Standard Costing and Variance Analysis: Concept of Standard Costs, Establishing various Cost Standards, Calculation of Material Variance, Labour Variance.	4
6	Recent Developments in Accounting: Responsibility Accounting: Definition and Role, Centers of Control. Accounting for Price Level Changes: Inflation Accounting. Methods of Accounting for Changing Prices. Concept of Transfer Pricing, Concept of Social Cost Benefit Analysis.	5
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- Kishore, Ravi. M. “Cost and Management Accounting”. New Delhi: Taxman.
- Bagavathi, Pillai R.S.N., “Management Accounting”. New Delhi: S. Chand.
- Khan & Jain. “Management Accounting”. New Delhi: Tata McGraw Hill.

Reference Books:

- Horngrene, Datar, & Foster. “Introduction to Management Accounting”. New Delhi: Pearson Education.
- Pandey, I. M., “Management Accounting”. New Delhi: Vikas Publication.

FOCUS: This course focuses on Employability/Skill development aligned with CO2 Outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of Cost Accounting, its effect on decision making, types of cost and comparison between cost and Financial Accounting.
- CO2: Application of element of Costs in Accounting, Preparation of Cost Sheet and methods of Costing.
- CO3: Understanding and application of Management Accounting under Break Even Point Analysis on decision making process of Business houses.
- CO4: Application and computation of different kinds of Budget.
- CO5: Understanding the Concept of Standard Costs, various Cost Standards and Calculation of different variances.
- CO6: Understanding recent developments in Accounting Viz. Responsibility Accounting and concepts of Accounting for Price Level Changes.

**Mapping of Course
Program Outcomes
Specific Outcomes**

COs	POs/ PSOs
CO1	PO1 / PSO1
CO2	PO1 / PSO1, PSO3
CO3	PO2 / PSO1, PSO3
CO4	PO2 / PSO1, PSO3

**Outcomes (COs) with
(POs) and Program
(PSOs):**

CO5	PO1 / PSO1, PSO3
CO6	PO1 / PSO1, PSO3

MBAC0016: Organizational Behavior

Objectives:

- » Understand the various approaches of OB as applied in the organization.
- » Develop fundamental skills which they will need for understanding, diagnosing and managing the organization, i.e., the human aspects of work organizations.
- » Able to get the theoretical and practical knowledge of various dimensions of individual behavior.
- » It will help the students to recognize the differences and helps to see the value of workforce diversity in present scenario.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Introduction to OB: Concept, Meaning & Importance of OB, Levels of analysis. Key Determinants: People, Structure, Technology and Environment. Multidisciplinary roots of OB: Psychology, Sociology, Anthropology, Political Science, Economics. Models of OB: Autocratic, Custodial, Supportive, and Collegial. Emerging Challenges and opportunities for OB	(6 Sessions)
UNIT –II	Personality and Individual Differences: Concept and its nature, Determinants of personality, Major personality attributes influencing OB. The Big Five Model, MBTI Theory Theories of Personality: Psychoanalytical, Trait & Type Theory.	(5 Sessions)
UNIT – III	Perception: Nature & Importance, Process of Perception, Attribution Theory Perceptual Errors: Halo effect, Selective Perception, Stereotyping, First impression Error, Projection, Contrast Error, Personal Effectiveness. Organizational applications of Perception Learning: Concept, Nature and Factors affecting Learning Theories: Classical Conditioning, Operant Conditioning,	(4 Sessions)

	Cognitive Learning Theory & Social Learning Theory. Behavior Modification: Learning through reinforcement, Reinforcement Strategies	
MID-TERM EXAMINATION		
UNIT – IV	Motivation: Concept, Nature and Importance. Individual Motivation Theories: Alderfer's ERG Theory, McClelland's Achievement Motivation Theory, Vroom's Expectancy Theory, Porter & Lawler's Model Organizational Motivation Concept, Group Motivation Theories – Adam's Equity Theory, Goal Theory	(6 Sessions)
UNIT – V	Attitudes Components of Attitude: Cognitive, Affective and Behavioral, Functions of Attitude. Cognitive Dissonance Theory Job Satisfaction: Factors and outcomes affecting Job Satisfaction	(4 Sessions)
UNIT – VI	Organizational Power and politics: concept, basis of power, power tactics, Factors contributing to organizational political behavior. Organizational change: Importance, types of change, the change process, Resistance to change, Managing change.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Robbins, S.P. Organizational Behavior. New Delhi: Pearson Education. 2009

Reference Books:

- Newstorm, J. & David, K. Organizational Behavior, Human Behavior at Work. New Delhi: Tata McGraw Hill Publication. 2007
- Greenberg, J. & Baron, R.A. Behavior in Organizations. New Delhi: Pearson Education. 2005
- Singh, K. Organizational Behavior: Text and Cases. New Delhi: Pearson Education. 2010
- Luthans, F. Organizational Behavior. New Delhi: Tata McGraw Hill Publication. 2005

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO1, CO2 Outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the concept and application of organizational behavior at various levels of organization and summarize the recent trends.
- CO2: Examine the application of the concept of personality and perception in diagnosing and managing people behavior at work.
- CO3: Explain the theoretical knowledge of individual and group learning for behavior modification.
- CO4: Demonstrate the application of motivation theories at workplace.
- CO5: Illustrate the role attitude on job outcomes.
- CO6: Understand and demonstrate the application of organizational power and politics at workplace. Role of change in organization.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1
CO2	PO2/PSO1,PSO2
CO3	PO2/PSO2
CO4	PO1/PSO1
CO5	PO2/PSO2
CO6	PO2/PSO1

MBAC0017: Research Methodology

Objectives:

- » To create scientific attitude towards solving a management problem and impart knowledge about tools available for carrying out research
- » To introduce the basic concepts and need of research methodology that will help in data analysis and preparation of reports.
- » To understand the use of research design and software in research.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT I	Meaning, Objectives and Motivation in research; Types of Research; Research Approaches; Research Process.	(4 Sessions)
UNIT II	Research Design – Definition, classification: Exploratory-qualitative techniques, secondary data analysis, experience survey, focus groups, two stage design; Descriptive - cross sectional & longitudinal and Causal research design.	(6 Sessions)
UNIT III	Measurement and Scaling Techniques - Errors in Measurement, Tests of Sound Measurement; Scaling and Scale Construction Techniques Sampling- Introduction, Sampling, Complete Enumeration or Census, Types of Sampling, Sampling Errors; Sampling Design - Steps in Sample Design, Types of Sample Design, Sampling Distributions.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Types of data; Methods of Data collection- Questionnaire, Interviews, Cases and Schedules.	(4 Sessions)
UNIT V	Exploratory data analysis - Validity and Reliability in research; Testing of Hypotheses; overview of multivariate analysis.	(5 Sessions)
UNIT VI	Interpretation of Data and Report Writing- Precautions in report writing, Creating a Database and its Use for Statistical Analysis, Styles of Referencing, Plagiarism. Applications through SPSS.	(6 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- »» Copper, Donald R. Business Research Method. New Delhi: Tata McGraw Hill Publishing Company New Delhi. 2004
- »» Sekaran, U. Research Methods for Business: A Skill Building Approach. New Delhi: John Wiley & Sons Inc. New Delhi. 2008

Reference Books:

- »» Zikmund, W. G. Business Research Method. Cengage Learning. New Delhi. 2009
- »» Collis, J., & Hussey, R.. Business Research. Palgrave Macmillan, Hampshire. 2003
- »» Beri, G. C. Marketing Research. Tata McGraw-Hill Publication. New Delhi. 2005
- »» Bhattacharyya, D. K. Research Methodology. 1st Edition. Excel Book Publication. 2004
- »» Kothari, C. R. Research Methodology. New Age International Publication. New Delhi. 2004

FOCUS: This course focuses on Employability/Skill development aligned with CO1,CO2 Outcome.

Outcomes:After completion of course, the student will be able to:

- »» CO1: Understanding of various types of research and the scientific process of conducting research.
- »» CO2: Understanding of types of management problems and the appropriate research designs in these problems.
- »» CO3: Apply the methods and scales to measure the qualitative phenomena like attitude in quantitative terms and selecting sample for conducting the research studies.
- »» CO4: Acquaintance of methods of collecting information and data and various merits and demerits of these methods.
- »» CO5: Understanding of reliability and validity in research and the basic process of testing hypothesis.
- »» CO6: Apply various principles of writing a research report and use of SPSS for analyzing the data.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO2/PSO1,PSO2
CO2	PO2/ PSO1,PSO2
CO3	PO2/ PSO1,PSO2
CO4	PO1/ PSO1,PSO2
CO5	PO2/ PSO1,PSO2
CO6	PO3/ PSO1,PSO2

MBAC0018: Business Statistics

Objectives:

- » To provide students with the understanding of role of statistical techniques in business research analysis.
- » To familiarize the students with various statistical and analytical tools so that they can benefit from use of appropriate statistical techniques to Decision-Making situations.

Credits: 03
0-0

L-T-P-J: 3-0-

UNIT – I	Introduction Analysis of Time series: Meaning, Utility, Components, Models, Methods of Measuring Trend, how to Calculate and Eliminate Trend , measurement of season effects	(6 Sessions)
UNIT –II	Index Numbers: Meaning, Uses, Problems in construction of Index Numbers, Methods of Construction of Index Numbers, Quantity and Value Index, Tests of adequacy, Chain Base Index Numbers , consumer price index	(4 Sessions)
UNIT – III	Tests of Hypotheses: meaning of hypothesis, test statistics and their types, Significance Level, Hypothesis Testing of Proportions and Means and Differences between Means and Proportions (Large and Small Samples), Test based on Z- test, t – test and F -test	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Analysis of Variance: Introduction, ANOVA approach , applications , one way classification and two way classification for testing equality of treatment means.	(4 Sessions)
UNIT – V	Chi – Square and Non-parametric Tests :Introduction, advantages and limitations of non-parametric tests, chi-square test, Run test for randomness, Mann-Whitney U test, Wilcoxon test and Kruskal –Wallis test.	(6Sessions)
UNIT – VI	Uses of MS Excel: Correlation, Regression model, ANOVA Analysis, t-Test, Chi Square Test.	(5Sessions)

Text Books:

- » Sharma, J. K.” Business Statistics”. New Delhi: Pearson Education (P) Ltd.
- » Bali, N. P., Gupta, P. N., & Gandhi, C. P.,”Text Book of Quantitative Techniques.” New Delhi: Laxmi Publications (P) Ltd.

Reference Books:

- » Bajpai, N. “Business Statistics”. New Delhi: Pearson Education (P) Ltd.
- » Gupta, S.C. “Fundamentals of Statistics” New Delhi: Himalaya Publishing House.
- » Levin, R. I. “Statistics for Management” New Delhi: Pearson Education (P) Ltd.
- » Hooda, R. P. “Statistics for Business and Economics” New Delhi: Macmillan Publication.
- » Beri, G. C. “Business Statistics”. New Delhi: Tata McGraw Hill Publishing Company Ltd.
- » Elhance, D.N. “Fundamentals of Statistics”. New Delhi: Kitab Mahal Distributors New Delhi.

FOCUS: This course focuses on Skill development aligned with CO3, CO4 Outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Apply time series concept to make future decisions
- CO2: Develop different types of index numbers for comparison of data of different time periods.
- CO3: Use Z and t test method for large and small samples for testing hypothesis
- CO4: Use ANOVA method to test hypothesis for means for two or more groups.
- CO5: Use Non-parametric methods of testing of hypothesis for means and association
- CO6: Apply multivariate analysis tools to verify data with the help of SPSS.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1, PO2/PSO1, PSO2
CO2	PO1, PO2/PSO1, PSO2
CO3	PO1, PO2/PSO1, PSO2
CO4	PO1, PO2/PSO1, PSO2
CO5	PO1, PO2/PSO1, PSO2

CO6	PO1, PO2/PSO1, PSO2
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MBAE0020: Financial Management

Objective:

- »» To learn the financial tools needed to make business decisions.
- »» To get a basic insight of corporate finance theory, but emphasizes the application of theory to business decisions.

Credits: 03

L-T-P-J: 3-1-0-0

Unit No.	Content	Teaching Hours
UNIT I	Overview of Financial Management: Traditional and Modern Approach of Financial Management; Objective: Profit vs. Wealth Maximization and EPS Maximization; Functions of Financial Management; Risk and Return; Time Value of Money	(5 Sessions)
UNIT II	Investment Decisions Nature & Techniques of Capital Budgeting, Traditional Methods: Payback Period Method, Average Rate of Return Method, Time-Adjusted Methods: Net Present Value, Internal Rate of Return Method, Profitability Index Method, Discounted Payback Period Method.	(6 Sessions)
UNIT III	Cost of Capital Concept and Measurement of Cost of Capital, Debt vs. Equity. Cost of Equity, Cost of Preference shares, Cost of Retained Earnings. Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital.	(4 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Capital Structure Decisions: Capital Structure vs. Financial structure – Capitalization. Leverages: Financial Leverage, Operating Leverage and Composite Leverage. EBIT-EPS Analysis, Indifference of Financial Leverage.	(5 Sessions)

	Theories –The Modigliani Miller Theory –A critical appraisal.	
UNIT V	Dividend Decisions: Dividends and Value of the Firm - Relevance of Dividends; Factors determining Dividend Policy. Dividend & Valuation of the firm-The Basic Models: Walter Model and Gordon Model.	(6 Sessions)
UNIT VI	Inventory Management: Meaning and Importance; Dangers of Excessive and Inadequate Inventory; Techniques of Inventory Management viz. Economic Order Quantity,A.B.C. Analysis Technique. Uses of Excel in Financial Management	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- I. M. Pandey, “Financial Management”, Vikas Publishing House.
- R. M. Kishore, “Financial Management- Theory, Problem, Cases”: Taxmann Publication (New Delhi).

Reference Books:

- M. Y. Khan and P. K. Jain, Financial Management”, Tata McGraw-Hill Publication.
- P. Chandra, “Financial management”: Tata McGraw-Hill Publication.
- R. Brealey, S. Mayers, F. Allen, and P. Mohanty, “Principle of Corporate Finance”: Tata McGraw-Hill Publication.
- S. N. Maheswari, “Financial Management”: Vikas Publishers.

FOCUS: This course focuses on Employability/Skill development aligned with CO2, CO3 Outcome.

Outcome: After completion of course, the student will be able to:

- CO1: Understanding the basic of finance concepts like time value of money, return, and risk as the building blocks of finance theory.
- CO2: Learning trait of decision making to identify the financial viability of a capital budgeting exercise in various situations and application in decision making.
- CO3: Identifying the various sources of capital and methods of calculation of cost of capital.

- CO4: Understanding the theories of the relationship between capital structure and the value of the firm.
- CO5: Outlining the issues of dividend policy and the logic of dividend relevance and its irrelevance.
- CO6: Understanding the implications of inventory management techniques.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO1/ PSO2, PSO3
CO3	PO2/PSO1
CO4	PO2/PSO1
CO5	PO1 /PSO1
CO6	PO2/ PSO3

MBAC0021: Human Resource Management

Objective:

- To develop a holistic understanding of Management of HR starting from procurement to separation in an Organization.

Credits: 03

L-T-P-J: 3-0-0-0

UNIT I	Evolution of HRM: Personnel Management, HRM – concept, objectives, Functions. Personnel Management vs. Human resource Management. Concept of HRD. Trends and emerging issues in HRM.	(4 Sessions)
UNIT II	Human Resource Planning: Concept of HRP, Process. Job Analysis: Concept, Job Description, Job Specification, Concept of HRIS, HR Accounting and HR Audit.	(5 Sessions)
UNIT III	Talent Acquisition: Recruitment - Procedure, Methods and Sources, Selection-Procedure and types of selection tests. Training and Development: Key Issues in Training, Training Vs Development, Challenges in Training, Managing the Training (Assessment Phase, Implementation Phase and Evaluation Phase), Different Methods of Training and Management Development.	(6 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Performance Management: traditional and modern techniques, Identification of Key Performance Areas and Key Result Areas – Ethical issues in performance appraisal. Concept of Potential appraisal, Feedback mechanisms.	(6 Sessions)
UNIT V	Compensation Management –Concepts and Components-Job Evaluation- Incentives, Benefits and employee welfare facilities.	(5 Sessions)
UNIT VI	Industrial relations- Concept: Grievance Procedure, collective Bargaining, Worker's participation in Management, IR Machinery for handling disputes. Retirement/Separation- Concept: Superannuation, Voluntary Retirement Schemes, Resignation, Discharge, Dismissal, Suspension, Layoff.	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Rao, V.S.P. Human Resources Management. Excel Books. New Delhi. 2010.

Reference Books:

- Flippo, E. B. Personnel Management. New Delhi: Tata McGraw-Hill International Series. 2008.

- Gomez, M. & Balkin. Managing Human Resources. Pearson Education. New Delhi. 2008.
- Rao, P. Essentials of Human Resources Management & IR. (3rd Edition). Himalaya Publishing House. New Delhi. 2007.
- Aswathappa, K. Human Resource management / Text & Cases. Tata McGraw-Hill Publication. New Delhi. 2008.
- Aquinas, P.G. Human Resource Management. Vikas Publishing. New Delhi. 2009.
- Ivancevich, John M. Human Resource Management. Tata McGraw-Hill Publication. New Delhi. 2005.
- Monappa, A., & Saiyadain, M. S. Personnel Management. Tata McGraw Hill Publication. New Delhi. 2006.
- Snell & Bholander. Human Resource Management. Cengage Learning. New Delhi. 2007.

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO2 Outcome.

Outcome: After completion of course, Students will be able to:

- CO1: Understand the evolution, trends and emerging issues in HRM.
- CO2: Explore the concept of human resource planning, job analysis, recruitment and selection.
- CO3: Understand the concept of training and development.
- CO4: Outline the various methods of performance appraisal system.
- CO5: Identify the compensation management system.
- CO6: Understand the concept of industrial relations and employee separation.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO2
CO2	PO1/PSO1,PSO2
CO3	PO1/ PSO1,POS2
CO4	PO1/PSO1,POS2
CO5	PO1/PSO1, PSO2

CO6	PO1/PSO1
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MBAC0023: Operations Research

Objectives:

- » To enable in understanding the role and relevance of operations research in management.
- » To enable them to use these techniques optimizing the profitability and solving the business problems of the organization.

Credits: 03
0-0

L-T-P-J: 3-0-

UNIT I	Introduction of operation research, Scope, Nature and its Applications in Decision Making. Decision theory: Introduction, Types of Environment, Certainty, Uncertainty, Conflict and Risk, Payoff and Retreat Tables Decision Rules – One Stage Decision Making Problem and Multi Stage Decision Making Problem: Decision Tree.	(5 Sessions)
UNIT II	Linear programming: Mathematical Formulations of LP Models Slack and Surplus Variables, Standard form of LPP, Graphical method, Simplex Method and Big M method for Solving LP Problems.	(5Sessions)
UNIT III	Transportation problem: Mathematical model Various Method of finding Initial Basic Feasible Solution; N-W Method, Least Cost Method, VAM Method, and Optimality; MODI Method, , Max and Unbalanced problemsits Application Assignment model: Mathematical model, Hungarian method to find optimal solution, Max and Unbalanced problem,and its Applications.	(5Sessions)
MID-TERM EXAMINATION		
UNIT IV	Game Theory: Concept of Game; Two-Person Zero-Sum Game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game Sequencing Problem: Johnsons Algorithm for n - Jobs and Two - machines, n - Jobs and Three - Machines, Two - jobs and m - Machines Problems.	(6Sessions)
UNIT V	Queuing Theory: Characteristics and model of M/M/I(M/M/1:∞/FCFS) Queue model, Estimation of Arrival and Service rate, Waiting time in queue and system study of probabilities; Applications of Queue Model for Better Service to the Customers.	(4 Sessions)
UNIT VI	Project Management: Introduction, Rules for Drawing the Network Diagrams, Application of CPM and PERT Techniques in Project Planning and Control.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional		

sessions

1 Session = 60 Minutes

Text Books:

- »» Sharma, S.D. “Operations Research”, 2005 Meerut: KedarNath Ram Nath.
- »» Vohra, N. D. « Quantitative Techniques in Management » New Delhi: Tata McGraw-Hill Publication.

Reference Books:

- »» Sharma, J. K “Operations Research”. New Delhi: Macmillan Publication.
- »» Taha, H.A. “Operations Research: An Introduction”. New Delhi: Pearson Education.
- »» Swarup, K. “Operations Research”. New Delhi: Sultan Chand & Sons.
- »» Gupta, P. K., & Hira, D.S.” Operations Research”, 2008 New Delhi: S. Chand & Company Ltd.

FOCUS: This course focuses on Employability/Skill development aligned with CO3, CO4 Outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Make decisions in certain, uncertain and risk environments for one stage and multistage decision making problems.
- CO2: Develop mathematical model for transportation and assignment problems to optimize resources
- CO3: Solve Linear Programming problems model for managerial, social and Scientifics problems using graphical and simplex method.
- CO4: Solve game theory problems for two person pure and mixed strategy zero sum game using dominance and graphical method.
- CO5: Solve sequencing problems for n jobs and m machines using Johnsons algorithm
- CO6: Solve M/M/1 queue model for better management of resources and use CPM and PERT techniques, to plan, schedule, and control project activities

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1, PO2/PSO1, PSO2
CO2	PO1, PO2/PSO1, PSO2
CO3	PO1, PO2/PSO1, PSO2
CO4	PO1, PO2/PSO1, PSO2
CO5	PO1, PO2/PSO1, PSO2
CO6	PO1, PO2/PSO1, PSO2
CO7	PO1, PO2/PSO1, PSO2

MBAC0024: Marketing Management

Objectives:

- »» To introduce students to the basics of marketing, dealing competition and familiarize students with marketing mix decision.
- »» To create awareness about the latest trends and developments in marketing and enhance their problem-solving and decision-making abilities in strategic areas of marketing.
- »» To get students to think as business & marketing professionals involved in the effort of a modern day business organization.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Introduction: Importance and Scope of Marketing, Philosophies of Marketing Management Elements of Marketing, Marketing Vs Selling, Consumer Markets and Industrial Markets. Marketing Mix, Market Demand, Marketing Information System.	(5 Sessions)
UNIT –II	Consumer Buying Behaviour: Types, Process and Factors. Market segmentation, Targeting and Positioning: Segmenting Consumer and Business Markets – Bases, Purpose and Process, Market Targeting, Positioning – Nature and Importance, Differentiating the Product	(5 Sessions)
UNIT – III	Product Decisions: New Product Planning and Development Process, Failure of New Products. Product Life Cycle: Stages & Strategies. Strategies for competition: Leaders, Challengers, Followers and Nichers.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Product-Mix: Product Characteristics and Classification, Product Differentiation, Product Hierarchy, Product System & Mixes, Product line and length analysis, Packaging, Labeling, Warranties & Guarantees Pricing Decisions: Understanding Price, Setting the Price, Adapting the Price, Initiating & Responding to Price Changes.	(5 Sessions)
UNIT – V	Promotion Mix: Advertising, Sales Promotion, Sales Promotion techniques, Personal Selling, Public Relations, Direct Marketing, and Publicity, Factors in setting Promotion mix.	(4 Sessions)
UNIT – VI	Channels of Distribution: Channel of Distribution for Consumer/ Industrial Products, Functions Performed by Channel Members, Channel design decisions. Channel dynamics: Vertical Marketing Channel, Horizontal	(6 Sessions)

	Marketing Channel, Factors Affecting Channel Distribution, Channel conflict Retailing/wholesaling: Functions and Classifications. New trends in Marketing Management	
* **	Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutes	

Text Books:

- » Kotler, P. (2007). Marketing Management, Analysis Planning, Implementation and Control. 12th Edition. Pearson Education.
- » Kotler, P., & Keller, K. L. (2007). Marketing Management. 12th Edition. Pearson Education.
- » Kotler, P., & Armstrong, G. (1999). Principles of Marketing. 12th Edition. Pearson Education.

Reference Books:

- » Ramaswamy, V. S., & Namakumari, S. (2002). Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context. 3rd Edition. McMillan Publication.
- » Kumar, A. & Meenakshi, N. (2008). Marketing Management. Vikas Publishing House
- » Czinkota & Kotabe. (2001). Marketing Management. 2nd Edition; Australia : Thomson Learning
- » Saxena, R. (2003). Marketing Management. 3rd Edition. Tata McGraw-Hill Publication.

FOCUS: This course focuses on Employability aligned with CO2 , CO6 Outcome.

Outcomes:After completion of course, the student will be able to:

- CO1: Understand the marketing mix and its elements
- CO2: Apply the concept of segmentation, targeting and positioning to understand the consumer behavior
- CO3: Understand the concept of new product development and product life cycle
- CO4: Understand the concept of product mix and pricing decisions
- CO5: Apply the promotion tools to generate and increase demand
- CO6: Understand distribution system and channel dynamics

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO2
CO2	PO1/PSO1,PSO2
CO3	PO1/PSO1,PSO2
CO4	PO1/PSO1,PSO2
CO5	PO1/PSO1,PSO2
CO6	PO1/PSO1,PSO2

Objectives :

- » To enable in understanding the role and relevance of operations management.
- » To enable them to use these techniques for optimizing the manufacturing process of the organization.

Credits: 3**L-T-P-I: 3-0-0-0**

UNIT – I	Introduction to Operation Management: Introduction, Historical Evolution, Scope of Operation Management, Operating System – Classification, Plant Location and Layout: Introduction and Managing Need for Selecting a Suitable Location, Factors influencing Plant Location, Location Models, Plant Layout, Classification of Layout, Design of Product Layout, Design of Process Layout.	(5 Sessions)
UNIT–II	Material Handling: Introduction and Meaning, Objectives and Principles of Material Handling, Selection of Material Handling Equipments, Evaluation of Material Handling System, Material Handling Equipments, Guidelines for Effective Utilization of Material Handling Equipments, Material Management: Introduction and Meaning of Material Management, Scope of Material Management, Material Planning and Control, Purchasing, Store management, Inventory Control, Standardization, Simplification, Value Analysis, Ergonomics, JIT Manufacturing.	(4 Sessions)
UNIT –III	Production Planning and Control: Introduction and Meaning, Need for Production Planning and Control, Objective of Production Planning and Control, Phase of Production Planning and Control, Operation Planning and Schedule System, Aggregate Planning, Master Production Schedule, Material Requirement Planning, Capacity Planning, Routing, Scheduling.	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Quality Control: Introduction, Quality, Inspection, Quality Control, Statistical Quality Control, Quality Circle. Work Study: Introduction, Productivity, Work Study, Method Study: Motion Study, Work Measurement, Time Study Quality Assurance and Certification: ISO 9000, ISO 9004, ISO 14000 Series	(6 Sessions)
UNIT – V	Maintenance Management: Introduction and Meaning, Objectives of Maintenance, Types of Maintenance, Maintenance Planning, Maintenance Scheduling, Total Quality Maintenance, Total Productive Maintenance	(4 Sessions)
UNIT – VI	Waste Management: Introduction and Meaning, Identification and Control of Waste, Disposal of Scrap. Automation: Introduction, Types of Automation, Computer Integrated Manufacturing, Reason of Automation, Advantages of Automation, Automation Strategies.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		

Text Books:

- »» Everett, A. Ronald, J. & Ebert, J. (2007). Production and Operations Management: Concepts, Models and Behavior. New Delhi: Prentice Hall of India Private Limited. 2007
- »» Bedi, K. (2010). Production and Operation Management. New Delhi: Oxford University Press. 2010

Reference Books:

- »» Chary, S. N. Production and Operations Management. New Delhi: Tata McGraw-Hill Publication. 2010
- »» Chunawala & Patel.. Production and Operation Management. Mumbai: Himalaya Publishing House. 2009
- »» Goel, B. S. Production Operations Management. Meerut: Pragati Prakashan. 2010

FOCUS: This course focuses on Employability/Skill development aligned with CO2 Outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding the concept of operations management, plant location and its layout
- CO2: Explaining the tools and techniques of material handling and material management
- CO3: Understanding the objective and phases of production planning and control
- CO4: Understanding the importance of work study and quality control tools and their implementation, in order to maintain the quality of product/services
- CO5: Illustrating the various issues related to maintenance management
- CO6: Identifying the waste management and automation related strategies

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO2, PSO3,PSO4
CO2	PO1/PSO1,PSO2, PSO3,PSO4
CO3	PO1/PSO1,PSO2, PSO3,PSO4
CO4	PO1/PSO1,PSO2, PSO3,PSO4
CO5	PO1/PSO1,PSO2, PSO3,PSO4
CO6	PO1/PSO1,PSO2, PSO3,PSO4

Objectives:

- » This course prepares students to lead in analytics-driven organizations.
- » Students will explore the capabilities and challenges of data-driven business decision making .
- » The course will include hands-on work exposure with data and software.
- » Topics to be covered include data manipulation, predictive analytics, decisions under uncertainty, and decision analytic tools (linear and nonlinear optimization).

Credits: 3**L-T-P-I: 3-0-0-0**

UNIT – I	Introduction to Business Analytics: What is Business Analytics? Evolution of Business Analytics; Impacts and challenges; Scope of Business Analytics; Software Support; Data for Business Analytics: Data Sets and Databases, Big Data, Metrics and Data classification, Data reliability and validity; Models in business analytics: Decision Models, Model Assumptions, Uncertainty and Risk, Prescriptive Decision Models; Problem solving with Analytics, Business Intelligence	(5 Sessions)
UNIT –II	Analytics on Spreadsheets: Basic Excel Skills: Excel Formulas, Copying Formulas; Excel functions: Basic Excel functions, functions of specific applications, insert function, logical functions; Using Excel Lookup functions for Database queries; Spreadsheet Add-Ins for Business Analytics	(6 Sessions)
UNIT – III	Visualizing and Exploring Data Data Visualization: Dashboards, Tools and software for data visualization; Creating charts in Microsoft Excel; Other Excel Data Visualization Tools: Data Bars, Color Scales, and Icon Sets, Sparklines, Excel Camera tool; Data Queries: Tables, sorting and Filtering	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Descriptive Analytics: Populations and samples; Measure of Locations; Using Measure of Locations in Business Decisions; Measures of Dispersion; Measures of Shape; Excel Descriptive Statistics Tool; Measures of Association; Statistical thinking in Business Decisions: variability in Samples	(5 Sessions)
UNIT – V	Predictive Analytics: Modeling relationships and trends in Data; Finding the Best-Fitting Regression Line; Testing Hypothesis for Regression Coefficient; Multiple Linear Regression; Data Mining: Scope of Data Mining; Data Exploration and Reduction	(5 Sessions)
UNIT – VI	Prescriptive Analytics: Building Linear Optimization Model; Implementing Linear	(5 Sessions)

	Optimization Model on Spreadsheets; Excel functions to Avoid in Linear Optimization; Solving Linear Optimization Models; How Solver Works; Solver outcomes and solution; Using Optimization Models for Prediction and insight.	
* **	Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutes	

Text Books:

- Albright, S., and Wayne Winston. Business Analytics: Data Analysis & Decision Making. Nelson Education, 2014.
- Anil Maheswari. Data Analytics. Mc Graw Hill, 2017.
- Sandhya Kuruganti & Hindol Basu. Business Analytics: Applications to Consumer Marketing. Tata McGraw Hill, 2017
- Kadre, Shailendra, and Venkat Reddy Konasani. Practical Business Analytics Using SAS: A Hands-on Guide. Apress, 2015.

Reference Books:

- Rao, Purba Halady. BUSINESS ANALYTICS: An application focus. PHI Learning Pvt. Ltd., 2013.
- Liebowitz, Jay, ed. Big data and business analytics. CRC press, 2013.
- Laursen, Gert HN, and Jesper Thorlund. Business analytics for managers: Taking business intelligence beyond reporting. John Wiley & Sons, 2016.
- Hofmann, Markus, and Ralf Klinkenberg, eds. RapidMiner: Data mining use cases and business analytics applications. CRC Press, 2013.

FOCUS: This course focuses on Employability aligned with CO1 Outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the basic concepts of business analytics, Data sets and Decision models
- CO2: Learn the use of excel & Spreadsheets and its various functions
- CO3: Apply the Data visualization and exploration tools in MS-Excel etc.
- CO4: Understand the Statistical thinking, Excel statistics in business decisions
- CO5: Understand latest trends in data, relationship with modeling and data mining
- CO6 : Understand the solving of linear optimization models and then using it for predictions

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	Pos / PSOs
CO1	PO4 / PSO1
CO2	PO4 / PSO1, PSO2
CO3	PO5/ PSO1, PSO2
CO4	PO4 / PSO1, PSO4
CO5	PO4/ PSO1, PSO3
CO6	PO4 / PSO1

MBAE0027: Fundamentals of Banking and Insurance

Objective:

- » To have an understanding about the role of commercial banks in India
- » To get familiarize with the functions of and financial system and role of financial services in the economy of a country
- » To understand the fundamentals of insurance business

Credits: 03

L-T-P-J: 3-0-0-

0

UNIT No.	Content	Teaching Hours
UNIT – I	Commercial Banking system: Evolution of banks in India, Structure of Indian banking industry , different types of banking system in India, Functions of commercial banks, Principles of banking, Key banking applications Recent trends in Indian banking sector.	(5 Sessions)
UNIT –II	Regulatory Mechanism: Role and Functions of Reserve Bank of India, Regulatory framework of Indian financial system(banks, NBFCs, Insurance industry, Indian capital market, Forex market)	(5 Sessions)
UNIT – III	Financial system of a Country Concept, structure, functions of financial system, Overview of Financial markets, Financial institutions and Financial instruments, Key Innovations in the Indian financial system	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Financial services: The concept of financial services in the economy, Types of financial services: Role of financial services in the economy	(5 Sessions)
UNIT – V	Financial markets: Types and nature of financial markets(Money market, Capital market, Primary market, Secondary market, Derivative markets) Role of financial markets in mobilization of financial resources,	(5 Sessions)
UNIT – VI	An overview of Insurance Business: The fundamentals of insurance business, Structure of Indian Insurance sector, Constituents of Insurance business, Distribution channels, Key aspects of Insurance. Types of insurance products (Life and General Insurance), Concept of Bancassurance.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Singh & Dutta, Management of Commercial Banks, McGraw-Hill Company Limited.
- Khan M.Y, Indian Financial System, Mc Graw –Hill company Limited.
- Mishra & Kumar, Life insurance: Principles and Practices, National Insurance Academy, Cengage Learning.
- Padmalatha Suresh & Justin Paul, Management of Banking and Financial Services, Pearson, Delhi.

Reference Books:

- Khan M.Y, Financial services, McGraw-hill Company Limited.
- Arora, Principles of Banking, S. Chand & sons, Delhi

FOCUS: This course focuses on Employability aligned with CO1 Outcome.

Outcome:After the completion of this course the students will be able to:

- CO1: Understanding basic banking functions and role in the economy
- CO2: Explaining role, functions of RBI and its regulatory mechanism.
- CO3: Identifying the role of financial system and its pillars
- CO4: Understanding financial services and its types.
- CO5: Understanding financial markets and its role in mobilization of financial resources
- CO6: Defining insurance, its types and role in financial system

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Cos	POs/PSOs
CO1	PO1/PSO1, PSO2
CO2	PO1/PSO1, PSO2
CO3	PO3/PSO1,PSO2
CO4	PO4/PSO1,PSO2
CO5	PO2/PSO1,PSO2
CO6	PO1/PSO1,PSO2

MBAE 0022: International Business Management

Objectives:

- » To achieve a real understanding of the complexities, opportunities & creative challenges of international business across time, space & cultures and recognize those factors which distinguish the marketing mix for overseas markets as opposed to domestic markets.
- » To learn how to track & evaluate changes in world markets that effects the consumers demand & shape of marketers' strategies.
- » To identify & analyze ethical issues in international marketing affecting sustainable development ("green-marketing") & social justice in business and to create awareness about the various bodies working on the international level for the promotional of international trade & business.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Conceptual Framework of International Business History, Nature & Scope of International Business, Comparison of Domestic Business and International Business, Reasons for Growth of International Business, Stages of Internationalization, EPRG Framework, Globalization, Multinational Corporations, India and International Business. Cross Cultural Communication, Effect of Environment on International Business	(5 Sessions)
UNIT –II	International Business Theories International Trade Theories: Mercantilism, Adam Smith's Absolute Cost Advantage Theory, Ricardo's Comparative Cost Advantage Theory, Haberler's Opportunity Cost Theory, Hecksher-Ohlin Theory. Foreign Direct Investment (FDI) Theories: Market Imperfection Approach, International Product Life Cycle Theory, Transaction Cost Approach, The Eclectic Paradigm.	(5 Sessions)
UNIT-III	Strategy and Structure of International Business Strategy in International Business-Pressures for Cost Reductions & Local Responsiveness, Synthesis: Strategy & Architecture- Multidomestic Firm, International Firm, Global Firm, Transnational Firm. Importance of Organization Structure, Different forms of Organization Structure- Vertical Organization Structure, Horizontal Organization Structure, Matrix Structure; Control Systems.	(5 Sessions)
MID-TERM EXAMINATION		

UNIT – IV	Entry Decisions for International Business- Timing & Scale of Entry, Mode of entry in Foreign Market- Exporting, Turnkey Projects, Licensing, Franchising, Joint Venture, Wholly Owned Subsidiary by Green-Field Venture or Acquisition. International Business Risk: Country Risk Analysis, Classification of Risk Involved- Political Risk, Socio-cultural Risk, Economic Risk, Importance of Risk Analysis for International Business.	(5 Sessions)
UNIT – V	International Financial Management An Overview of International Financial Management- Emergence of International Finance; Difference between Domestic Finance and International Finance; Development of International Monetary System. International Marketing Management Overview of International Marketing- Framework of International Marketing, International Marketing Mix Elements.	(5 Sessions)
UNIT – VI	International Human Resource Management Importance of HR in International Business, Recruitment and Selection in International Business, Training & Development in International Business, Performance Appraisal Ethics and International Business Ethical Business, Social Responsibility of International Business.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Hill, C.W. International Business. 5th Edition. New Delhi: Tata McGraw Hill, 2014.
- Keegan, J. W. Global Marketing Management. 7th Edition. New Delhi: Pearson Education, 2007.

Reference Books:

- Onkvisit, S., & Shaw, J. International Marketing. 3rd Edition. New Delhi: Pearson Education, 2004.
- Aswattapa, K. International Business. 3rd Edition. New Delhi: Tata McGraw Hill, 2008.

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO3 , CO5 Outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of real complexities, opportunities & creative challenges of international business across time, space & cultures.
- CO2: Understanding of theories involved in international trade.
- CO3: Understanding of the strategies used for entry in international markets.
- CO4: Understand the concept of evaluating risk in world markets that affect the consumer demand & shape of marketers' strategies.
- CO5: Understand the various concepts used for international finance and for the marketing of international business.
- CO6: Understand ethics & social responsibility concepts in international human resource management.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1
CO2	PO2/PSO2
CO3	PO2/PSO2
CO4	PO2/PSO4
CO5	PO1/PSO3
CO6	PO2/PSO2

MBAC0029: Strategic Management

Objectives:

- » To understand the nature of strategic management and its competitive and institutional context
- » To appreciate the strengths and limitations of strategic analysis, and how it fits into the overall strategy process
- » To master a range of methods and techniques of strategic analysis and have a clear appreciation of their theoretical and empirical foundations, range of applicability, qualifications and limitations.

Credits: 03

L-T-P-J: 3-0-0-0

UNIT – I	Introduction to Strategic Management Definition and importance of Strategic Management, Strategic Management Process, Levels of Strategy Strategic Intent: Hierarchy of Strategic Intent Basic Concepts: Stretch, Leverage, Business Definition & Model, Business Policy, emergent and realized strategy	(6 Sessions)
UNIT –II	Internal Environmental Analysis The Resource Based View of the Firm, VRIO Framework & Application, SWOT Analysis, Value chain analysis, Evaluating Firm's Internal Capabilities	(4 Sessions)
UNIT – III	External Environmental Analysis Macro Environment, Industry analysis, Porter's 5 Forces Model, Strategic Groups and Strategic Types, Imitation & Competitive Dynamics in an Industry	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Corporate Level Strategies: Portfolio Analysis – BCG and GE models, The Corporate Parent, Directional strategies – types of strategies for Growth, Stability & Retrenchment	(6 Sessions)
UNIT – V	Business Level Strategy: Porter's Generic strategy model, Strategic Choice, 'Blue-Ocean' Strategy Strategy Implementation Strategy Implementation and challenges, Structural, Cultural and Functional aspects of Implementation - Strategic Management in HR, Marketing, Finance, Operations, etc., McKinsey 7S'Frame work, Corporate Restructuring	(5 Sessions)
UNIT – VI	Strategy Evaluation Strategy Evaluation and Control, Developing Performance Indicator-Balance Score Card, Delta Model, Porter's Diamond Model, Managing Strategic Change	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- » Thompson, Strickland, Gamble & Jain. “Crafting and Executing Strategy” New Delhi: Tata McGraw Hill Publication
- » Azhar, K. “Business Policy and Strategic Management”. New Delhi: Tata McGraw Hill Publication.
- » Hamel, G. & Prahalad, C. K. “Competing for the Future”. Harvard Business School.

Reference Books:

- Johnson, & Scholes. “Exploring Corporate Strategy”. Prentice Hall India.
- Hunger and Wheelen, “Strategic Management” New Delhi: Pearson Education.
- Galbraith, J.R. “Strategy Implementation: The Role of Structure and Process.” West Publishing Company.
- Macmillan, H. & Tampoe, M. “Strategic Management”. Oxford University Press.
- Pearce II, Robinson Jr., & Mittal. “Strategic Management: Formulation, Implementation and Control”. Tata McGraw Hill.

FOCUS: This course focuses on Skill development aligned with CO2 Outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Identify and demonstrate the key components of the strategic management process and how it can be applied in organizations in order to increase value propositions for all the organization’s stakeholders.
- CO2: Understanding internal environmental analysis using methods like VRIO framework, SWOT Analysis and Value Chain Analysis
- CO3: Illustrate the various macro environment elements for the purpose of strategy formulation.
- CO4: Create a strategy including synthesizing appropriate elements of business level strategy, competitive dynamics, corporate level strategy, cooperative strategies and international strategies.
- CO5: Understand the business level strategy and functional aspects of strategy implementation
- CO6: Acquaintance of mechanism of balance score card, delta model and porter’s diamond model for strategic evaluation

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Cos	POs/PSOs
CO1	PO1,PO2/PSO1,PSO2
CO2	PO1,PO2/PSO1,PSO2
CO3	PO1,PO2/PSO1,PSO2
CO4	PO1,PO2/PSO1,PSO2
CO5	PO1,PO2/PSO1,PSO2
CO6	PO1,PO2/PSO1,PSO2

MBAC0030: Supply Chain Management

Objectives:

- » Understand the framework and fundamentals of Logistics & Supply Chain Management as the foundation for building and sustaining high performance and effectiveness in the organization.
- » Develop an understanding of the significance of Supply Chain Management to achieve cost effective supply and distribution of goods & services to meet varying customer demand.
- » Demonstrate the ability to analyze and apply critical thinking and learning skills related to "real life" problems and situations.

Credits: 3

L-T-P-I: 3-0-0-0

Unit -I	Concept of Supply Chain Management- Evolution, Flows in SCM, Process View of SCM, Drivers of SCM, Macro Process of SCM, Value Chain Analysis, Supply Chain Decision Phases. Supply Chain Performance: Competitive and Supply Chain Strategies, Achieving Strategic Fit.	(5 Sessions)
Unit- II	Forecasting in Supply Chain: Forecasting in Supply Chain, Methods of Forecasting, Planning Supply and Demand in a Supply Chain. Inventory Management: Concept of Inventory, Types of Inventory, Inventory Systems, Inventory Modeling: Deterministic and Probabilistic Models(Single Period Decision Model).ABC/VED and other Inventory Control Techniques	(4 Sessions)
UNIT- III	Designing Distribution Network: Role of Distribution in Supply Chain, Factors influencing Distribution Network Design, Design Options for a Distribution Network, Role of Network Design in Supply Chain, Risk Management and Network Design	(6 Sessions)
MID-TERM EXAMINATION		
Unit- IV	Logistics Management: Role of logistics in SCM, Difference between SCM and Logistics, Logistics Costs, Logistics Models, Bullwhip Effect, 3PL, 4PL. Transportation Management: Role of Transportation in SCM, Transportation Decisions, Push vs. Pull System, Cross Docking.	(5 Sessions)
Unit- V	Purchasing Management: Meaning, Functions of Purchase Department, Purchasing Policies. Material Handling System Design and Decision: Warehousing, Store Management Sourcing Decision: Role of Sourcing in Supply Chain, & Outsourcing, Vendor Rating & Vendor Management	(6 Sessions)
Unit -VI	IT in SCM: Supply Chain Integration, Role of IT in SCM, EDI, ERP, Internet and Intranet, Bar-coding, RFID Development in SCM: Supply Chain Restructuring, Demand Chain Management, Virtual Supply Chain Management.	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		

Text Books:

- Chopra, S., & Meindel, P. (2007). Supply Chain Management –Strategy, Planning and Operation. 3rd Edition. Pearson/PHI.

Reference Books:

- Levi, S. D. et al. (2003). Second Edition. Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies. Tata McGraw-Hill.
- Christopher, M. (2000). Second Edition. Logistics & Supply Chain Management: Strategies for Reducing Cost & Improving Service. Pearson, India.
- Shapiro, J. F. (2001). Modeling the Supply Chain. Duxbury.
- Sople, Logistics Management. Pearson, India.
- Agrawal, D. K. Supply Chain Management-Strategy, Cases & Best Practices. Macmillan.
- Shah, J. Supply Chain Management- Text and Cases. Pearson, India.

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO1 Outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of the basic concept of supply chain management.
- CO2: Application of deterministic and probabilistic inventory modeling techniques.
- CO3: Understanding of the basics of distribution network designing.
- CO4 : Understanding of the working of different transportation model along with functioning of 3PL and PL.
- CO5: Understanding of functioning of warehousing and vendor rating methods.
- CO6 : Understanding of the working of Virtual supply chain with the application of Information Technology in supply chain management.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Course Outcome	PO/PSO
CO1	PO1/PSO1, PSO2
CO2	PO2/PSO3, PSO4
CO3	PO1/PSO1,PSO2
CO4	PO1/PSO1,PSO2
CO5	PO1/PSO1,PSO2
CO6	PO1/PSO1,PSO2

Objectives:

- » To provide an overview of current thinking and developments in the field of corporate governance
- » To enable students critically examine the ethical dilemmas and to understand the importance of ethical principles and governance in globalised economy.
- » To develop an understanding of ethics and values in the business community and their relationship to corporate governance.

Credits: 03**L-T-P-J: 3-0-0-0**

UNIT – I	<p>Corporate management: Understanding a corporate, management vs. governance, Conceptual framework of corporate governance: Concept, principles & need of Corporate Governance, Benefits of good Corporate governance.</p> <p>Theories of Corporate Governance – Agency Theory, Stewardship Theory, Stakeholder Theory</p> <p>Models of Corporate governance – the outsider & insider model, US & UK, Japanese and Indian model, Mechanism of Corporate governance</p>	(5 Sessions)
UNIT –II	<p>Corporate Governance Committees- Cadbury Committee on CG1992, Hampel Committee 1995, Confederation of Indian Industry (CII) 1996, Narayana Murthy Committee Report 2003, Dr.J.J.Irani Report on company Law 2005</p>	(5 Sessions)
UNIT –III	<p>Agents & Institutions in Corporate Governance - Role of Board of Directors (BOD), Roles, duties & Responsibilities of Auditors, Auditors failures leading to corporate scams- The Enron Debacle, Corporate Reporting, corporate Disclosure & Investors Protection in India.</p>	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	<p>Issues & Problems of Corporate Governance in Emerging Economies: Institutional Framework for effective corporate governance, ICRA's Rating Methodology, Corporate Governance challenges and problems in emerging economies, Family- owned firms and governance issues in India.</p>	(5 Sessions)
UNIT – V	<p>Corporate Social Responsibility- Concept, CSR and corporate governance, CSR and business ethics, Drivers of CSR, Environmental aspect of CSR, the Indian scene.</p>	(5 Sessions)
UNIT – VI	<p>Business Ethics: values and ethics, benchmark of business ethics, code of ethics for business managers, ethics committee, benefits from managing business ethics,</p>	(5 Sessions)

	developing a comprehensive ethics programme. Indian ethos and management learnings from religious scriptures including Ramayan, Bhagwat Geeta and Bible etc. Application of Ethics in different functional areas: Marketing, Operation, Finance, Human resource & Information Technology.	
* sessions **	Provision for presentations / assignments / case analysis in additional 1 Session = 60 Minutes	

Text Books:

- » Fernando, A.C., Corporate Governance: Principles Policies & Practices, Pearson Education.

Reference Books:

- » Mathur, U.C., Corporate Governance & Business Ethics, Macmillan.
- » Christine, A. Mallin, Corporate Governance, Oxford.
- » Velasquez, Business Ethics: Concept & Cases, Prentice Hall.
- » Ferrel, L. and Ferrel, O.C, Business Ethics: A case perspective, Cengage learning.

FOCUS: This course focuses on Entrepreneurship aligned with CO1, CO2 Outcome.

Outcome: After completion of course, the student will be able to:

- CO1: Understanding of the concept of corporate governance and various theories and models of corporate governance
- CO2: Acquaintance of the recommendations of various committees on corporate governance given from time to time
- CO3: Acquaintance of roles and duties of board of directors and auditors in ensuring stakeholders' interests
- CO4: Understanding of framework of effective corporate governance in emerging economies.
- CO5: Understanding the basis concept of Corporate social responsibility and the environmental aspects of CSR in India.
- CO6: Understanding of the concepts of ethics and values and their importance on business organizations.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Course Outcome	POs/PSOs
CO1	PO2/PSO1, PSO2
CO2	PO2/ PSO1, PSO2
CO3	PO2/PSO1, PSO2
CO4	PO1/PSO1, PSO2
CO5	PO2/PSO1, PSO2
CO6	PO4 /PSO1, PSO2

MBAC0033: Project Management

Objectives:

- » To develop human resources with the basic competence in and sound understanding of the theory and practice of Project Management.
- » To introduce students to the purpose, principles, problems and challenges, concepts, techniques and practice of the Project Management and its various facets: impart skills in Project Planning, execution and control methods, introduce students to Project Management Software and application

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Project Management Overview Project: Concept, Taxonomy, Project Development Cycle Project Management: Project Management Concept & Phases, Top Deliverables, Tools and Techniques for Project Management, Role & Responsibility of Project Manager	(4 Sessions)
UNIT –II	Project Initiation & Planning Project Initiation: Project Idea Generation & Screening, Project Rating Index, Market and Technical Analysis, Project Appraisal, Cost Estimation, Project Financing Project Planning: Project Scope Management, Identifying Project Activities, Work Break Down Structure	(4 Sessions)
UNIT – III	Project Analysis: Situational Analysis and Specification of Objectives Conduct of Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting, Technical Analysis Financial Estimates and Projections	(7 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Project Selection Key Considerations in Project Selection Risk Analysis in Projects: Sources, Measures and Perspectives on Risk, Decision Tree Analysis, Sensitivity Analysis, Scenario Analysis, Simulation Analysis, Break-Even Analysis, Hillier Model, Social Cost Benefit Analysis: Rationale for SCBA, UNIDO Approach, Little-Mirrlees Approach	(6 Sessions)
UNIT – V	Project Financing Capital Structure, Sources of Short-term & Long-term Financing Venture Capital, Raising Capital in International Markets	(4 Sessions)
UNIT – VI	Project Implementation Project Planning & Control Network Techniques for Project Management: CPM, PERT	(5 Sessions)

	Post Completion Audits & Abandonment Analysis, Human Aspects of Project Management	
* **	Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutes	

Text Books:

- » Chandra, P. Project Management. New Delhi: New Age International (P) Ltd. Publishers. 2009
- » Nagarajan, K. Project Management. New Delhi: New Age International (P) Ltd. Publishers. 2010

Reference Books:

- » Choudhury, S.). Project Management. New Delhi: Tata McGraw-Hill Publication.2004
- » Cleland, D. & Ireland, L. Project Management. New Delhi: Tata McGraw-Hill Publication.2010
- » Heerkens, G. Project Management. New Delhi: Tata McGraw-Hill Publication.2010
- » Heerkens, G. Project Management: 24 Steps to Help You Master Any Project. New Delhi: Tata McGraw-Hill Publication.2010
- » Horine, G. Absolute Beginner's Guide to Project Management. 2nd Edition. Que Press. 2009
- » Newton, R. Project Management Step by Step: How to Plan and Manage a Highly Successful Project. 1st Edition. FT Press.2008

FOCUS: This course focuses on Employability aligned with CO1 , CO2 Outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding the Concepts Project Management with Tools and Techniques & Responsibility of Project Manager
- CO2: Understanding Project Idea Generation & Screening with Project Planning
- CO3: Understanding Project Analysis and its techniques
- CO4: Understanding Project Selection process along with Analysis
- CO5: Understanding Project Financing Concepts along with sources
- CO6: Clarity regarding Project Implementation with Understanding of its techniques

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO3,PSO2, PSO 4
CO2	PO1/ PSO3,PSO2, PSO 4
CO3	PO2/ PSO3,PSO2, PSO 4
CO4	PO1/ PSO3, PSO 4
CO5	PO1/PSO2, PSO 4
CO6	PO2/PSO3, PSO 4

MBAC0035: Entrepreneurship Management

Objectives:

- » To provide the basics conceptual framework on entrepreneurship development and management of business enterprise.
- » To understanding the contribution of Small Scale Industries in the growth and development of individual and the nation.
- » To acquaint students with the emerging challenges and concepts in the field of entrepreneurship.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Introduction to Entrepreneurship: Definition of entrepreneur, Schumpeter's views, characteristics and types, functions, difference between manager and entrepreneur, functions of an entrepreneur, entrepreneurial process, Entrepreneurial motivation, Internal and External Factors affecting entrepreneurship, Barriers to entrepreneurship, Intrapreneurship.	(5 Sessions)
UNIT –II	Entrepreneurship Development; EDP; a conceptual framework, objectives, entrepreneurship development cycle, phases of training. Institutes engaged in EDPs – NIESBUD, SIDO, SSIDCs, DICs	(5 Sessions)
UNIT – III	Small and Medium enterprises: definitions, types, characteristics and problems, growth and role of SMEs in India, incentives and subsidies by government for MSME.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Project: definition, types and importance, phases of project, project identification, sources of idea generation, selection, feasibility studies, formulation and project report, appraisal, implementation, evaluation and control. Setting up a small business enterprise: identifying the business opportunity- importance of creativity, opportunities in various sectors, stages for setting up of a small enterprise, Concept of elevator pitch. Business plan: meaning, Objectives, preparation.	(5 Sessions)
UNIT – V	Project financing: Capital structure, sources of funds, Venture capital, financial institutions – SIDBI, IFCI	(5 Sessions)
UNIT – VI	Family entrepreneurship, Women entrepreneurship, International entrepreneurship, Social entrepreneurship, Agripreneurship	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Desai, V. Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Mumbai. 2019.

Reference Books:

- Holt, D.H. Entrepreneurship: New Venture Creation, Prentice-Hall, New Delhi. 2016.
- Charantimath, P. Entrepreneurship Development Small Business Enterprises, Pearson Education, New Delhi. 2018.
- Sahai, S. & Lall, M. Entrepreneurship, Excel Books, New Delhi. 2016.
- Drucker, P. F. Innovation and Entrepreneurship, Elsevier India Pvt Ltd. 2018.
- Dwivedi, A.K., Singh, H., & Sukhwai, A. Cases in Entrepreneurship, Bookwell, Delhi. 2003.

FOCUS: This course focuses on Skill development/Entrepreneurship aligned with CO4 Outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Determine the factors affecting entrepreneurial activities in nearby localities.
- CO2: Understand the role and importance of various institutions in EDP.
- CO3: Understand various incentive and subsidies schemes of Govt. for MSMEs.
- CO4: Develop a detailed project report including appraisal, implementation, evaluation and control.
- CO5: Apply concept of capital structure to determine a firm capital structure (Might take any company from moneycontrol.com and exercise the concept).
- CO6: Differentiate amongst Family entrepreneurship, Women entrepreneurship, International entrepreneurship, Social entrepreneurship, Agripreneurships.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1
CO2	PO2/PSO1, PSO2
CO3	PO2/PSO1, PSO2

CO4	PO1/PSO1
CO5	PO2/PSO1, PSO2
CO6	PO2/PSO1

MBAC0036:Innovating for Sustainability

OBJECTIVES:

- » To develop an understanding of how sustainability can create value for a corporation by addressing social challenges and opportunities, both for the corporation itself and its customers. This can be through a lower cost structure, higher pricing and margins, greater market share, faster growth, better risk management, and brand enhancement.
- » To explore how innovation in products, processes, and business models can improve both financial and nonfinancial performance.
- » To understand the role various information intermediaries play in helping and challenging companies to become more sustainable through innovation, and how companies can effectively engage with them.

Credits: 03

L-T-P-J: 3-0-0-0

UNIT – I	History Defining sustainable development – concept and evolution. Environmental issues – the growing awareness and need for regulation. The paradigm shift in doing business – the triple bottom line approach to business sustainability. Corporate social and environmental responsibility	(5 Sessions)
UNIT –II	Sustainability Innovation in Business Environmental challenges and business management issues. Limits to conventional growth model. Concept of efficiency and eco-efficiency. Defining sustainability innovation. Basic corporate environmental strategies. Sustainable product development. Managing creativity & innovation for business.	(5 Sessions)
UNIT – III	Sustainable Marketing: Concept and definition, Framework of sustainable marketing. Creating and implementing a sustainable marketing strategy. Consumer behavior and sustainable marketing.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Entrepreneurship and Sustainability Innovation Analysis Entrepreneurial process Linear thinking, systems thinking and molecular thinking	(5 Sessions)

	Weak ties, Strong Ties and Adaptive collaboration through value added networks. Social entrepreneurship and Innovation. Analysis of how corporate leaders/businesses are approaching sustainability innovation and sustainability strategy.	
UNIT – V	Energy and Climate The industrial revolution and the role of human induced global warming. The energy scenario and the linkages to environmental sustainability and climate change. Global climate negotiations framework- UNFCCC The issues plaguing the current talks between developed and developing nations.	(5 Sessions)
UNIT – VI	Going Green What is Green and Green Washing. The pitfalls to avoid green washing and Sins of Green Washing. Sustainability in the Value Chain; Developing sustainable channel operations.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- »» Andrea Larson . Sustainability, Innovation, and Entrepreneurship ,Flat World Knowledge.2010
- »» Tracey Strange, Anne Bayley. Sustainable Development, Organization for economic cooperation and development. 2010
- »» Diane Martin, John Schouten . Sustainable Marketing, Pearson. 2015

FOCUS: This course focuses on Skill development/Entrepreneurship aligned with CO1 , CO3 Outcome.

Outcomes:After completion of course, the student will be able to:

- CO: Understanding the concept of Sustainable development with a paradigm shift towards Triple Bottom Line Business approach
- CO2: Extending creativity and sustainability innovation in Business.
- CO3: Construct sustainable marketing strategy.

- CO4: Understand role of Innovation Analysis in Entrepreneurial process
- CO5: Summarize the dimensions of energy scenario and its impact on environmental sustainability
- CO6: Explain Green Washing and Sustainability in the Value Chain.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1/PO2/PO5/PSO1,PSO2
CO2	PO5/PO4/PSO1,PSO2
CO3	PO3/PO5/PSO1,PSO2, PSO3
CO4	PO3/ PO5/PSO1, PSO2, PSO3
CO5	PO5/PO4/PSO2, PSO3, PSO4
CO6	PO5/PO3/PSO1,PSO2, PSO3

MBAE0002: Consumer Behavior

Objectives:

- » To develop an understanding of consumer behavior from a variety of perspectives (multicultural, interdisciplinary, etc.).
- » To develop an understanding of peoples' consumption-related behaviors and to develop and evaluate marketing strategies intended to influence those behaviors.
- » To develop understanding of concepts in consumer behavior.
- » To develop ability to apply the concepts to strategic marketing decisions.
- » To develop ability to conduct research in consumer behavior.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Consumer Behavior – Disciplines and applications of consumer behavior, Reasons for studying consumer behavior, Cultural factors- Culture and Sub-culture, Core cultural values	(3 Sessions)
UNIT –II	Social factors- Social Class, life style profile and applications, reference groups- Consumer related reference groups, Celebrity and other reference groups, Family- Functions and roles, Family Life Cycle	(6 Sessions)
UNIT – III	Personal/Psychological factors:- Personality, self concept and life style, Motivation- Buying motives, learning and memory, Information Processing models	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Attitude formation and change, consumer loyalty towards product, brand and stores, diffusion of innovation process, opinion leadership.	(5 Sessions)
UNIT – V	Consumer Decision Making Process: Problem Recognition and marketing strategy, Information search- sources and implications, Evaluation of alternatives- evaluation criteria and decision rules.	(5 Sessions)
UNIT – VI	Purchasing Process and Outlet Selection, Purchase Behavior , Post-purchase Behavior, Models of Consumer Behavior, Organizational/institutional Buying Behavior, intermediary decision making	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Schiffman Leon G. and Kanuk Leslie Iazar- Consumer Behaviour (Pearson/ Prentice Hall, 9th Edition.

Reference Books:

- » Hawkins, Best and Coney- Consumer Behaviour (Tata Mc Graw Hill, 9TH Edition).
Loudon, David L. and Della Bitta, Albert J. - Consumer Behavior (Tata Mc Graw Hill, 4TH Edition).

FOCUS: This course focuses on Employability aligned with CO5 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding the concept of consumer behavior and role of culture
- CO2: Apply the concept of social factors, reference groups and family to understand their role in consumer behavior
- CO3: Understanding the role of personal and psychological factors on consumer behavior
- CO4: Understanding the role of attitude, process of diffusing the innovation and the role of opinion leaders in consumer behavior.
- CO5: Understanding the concept of consumer decision making process
- CO6: Understanding the models of consumer behavior and post-purchase behavior to know about the behavior of consumers

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO2
CO2	PO2/PSO2, PSO5
CO3	PO1/PSO1
CO4	PO1/PSO2
CO5	PO1/PSO1
CO6	PO4/PSO4

MBA6105: Marketing of Services

Objectives:

- » To provide an overview of current thinking and developments in the field of services marketing
- » To enable students critically examine the concept of relationship marketing in service prospective
- » To develop an understanding of the concept of service product mix & promotion mix to make the pricing and service distribution process more efficient

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Introduction: Difference between Product and Services Marketing, Augmented Marketing Mix, Characteristics of Services, Classification of Services.	(4 Sessions)
UNIT –II	Service Marketing System: Service Quality, Understanding Customer Expectations and Zone of Tolerance, Segmenting, Targeting and Positioning of Services. Managing Perishability.	(6 Sessions)
UNIT – III	Services Marketing Mix: , Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Services Promotions, Services Distributions	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Delivering service: Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services, Service Recovery, Role of Technology in Services Marketing.	(5 Sessions)
UNIT – V	CRM IN services: Relationship marketing, Customer profitability segment, Relationship- tools and strategies, Use of information technology for CRM Marketing of Financial Services: Marketing Mix Strategies with Special Reference to Credit Cards, Home Loans, Insurance and Banking, Insurance Services.	(5 Sessions)
UNIT – VI	Services in Global Perspective: International Marketing of Services Recent Trends, Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- » Zeithaml, A., Valarie. & Bitner, Mary, Jo. Services Marketing. New Delhi, India :Tata Mc Graw Hill (2008)..

Reference Books:

- » Rao, K. Ramamohan. Services Marketing. New Delhi India: Pearson Education. (2006).
- » Bhattacharjee, C. Services Marketing: Concepts, Planning & Implementation. New Delhi India: Excel Books(2008)..
- » Lovelock, Christopher. & Wirtz, Jochen Services Marketing: People, Technology, Strategy. New Delhi India: Pearson Education (2007).
- » Nargundkar, Rajendra Services Marketing: Text & Cases. New Delhi, India: TMH (2008).

FOCUS: This course focuses on Employability aligned with CO2 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the concept of services and difference between product and services
- CO2: Apply the concept of service quality to make the STP process more effective.
- CO3: Understand the concept of service product mix & promotion mix to make the pricing and service distribution process more efficient
- CO4: Understand the role of communication to make the service recovery process effective.
- CO5: Understand the concept of relationship marketing in service prospective
- CO6: Understand the recent trend of service marketing in international prospective

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO4
CO2	PO2/PSO2
CO3	PO1/PSO4
CO4	PO1/PSO4
CO5	PO1/PSO2
CO6	PO4/PSO4

MBAO0025: Digital Marketing

Objectives:

- » To expose the students to a variety of product-market situations in digital era
- » To share the concepts and frameworks which may be more relevant in digital marketing situations
- » To share insights for evaluating the opportunities and risk factors involved in digital marketing context
- » Assisting in the incorporation of digital marketing strategy into the organization's goals and objectives.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
I	Introduction to Digital Marketing, Traditional Vs. Modern Marketing, Role and Growth of Digital Marketing in India, Challenges associated with digital marketing, Concept and practices for Buyer's Persona	5
II	Consumer segmentation and behavioral dimension, Marketing Mix in digital era, Models of Digital Marketing- Forrester's 5I model, 6Cs of Customer Motivation- McKinsey's consumer decision journey, Race Planning, The Honeycomb Model	5
III	Overview of SEO and SEM, Basics of search marketing: organic & paid search results, Overview of Google AdWords, Strategizing marketing through smart devices, Basics of email marketing, Concept of A/B testing & its use	5
	MID TERM EXAMINATION	
IV	Display marketing ecosystem, Digital Advertisement- designing and display decisions, Pricing methods Evolution of social media channels, Brand Building- PR and Customer Engagement on social media, Choosing relevant social media channel	5
V	Considerations in building and managing content in a digital environment, Concept of Active Listening- Significance and practices in digital era, Digital Strategy Measurement Framework, Common ways to measure and improve ROI of digital strategies	5
VI	Content Marketing: Creating Blog-Vlog, Podcasting, RSS, Product Opinion Sites and Forums. Role of web analytics in digital decision making, Legal and ethical issues in Digital Marketing, Digital marketing as career option	5

*Provision for presentations/assignments/case analysis in additional sessions

**1 Session = 60 Mins.

Text Book:

- Bhatia Puneet, Fundamentals of Digital Marketing, India, Pearson Education

Reference Books:

- » Kotler, Kartajya, Setiawan; Marketing 4.0: Moving from Traditional to Digital, John Wiley & Sons, Inc.
- » Havaladar, K. Industrial Marketing, New Delhi, India: Tata McGraw Hill.

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO2 , CO3 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding the concept of digital marketing and its application in buyer's context
- CO2: Apply the concept of segmentation, targeting & positioning to understand the digital marketing models
- CO3: Understanding the concept of SEO & SEM in strategic context
- CO4: Understanding the concept of digital advertisement and display marketing
- CO5: Understanding the concept of digital advertisement measurement framework
- CO6: Understanding the concept of content marketing and web analytics

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO2
CO2	PO2/PSO2, PSO2
CO3	PO2/PSO1, PSO2, PSO5
CO4	PO1/PSO2, PSO4, PSO5
CO5	PO2, PO4/PSO1, PSO5
CO6	PO2, PO4/PSO4, PSO5

MBAE0070: Fundamentals of Retail Management

Objectives:

- » Understand effective methods and strategies required for retail management.
- » Understand how to utilize resources and techniques used in retail management.
- » Understand analysis of store location, merchandising, products and pricing.

UNIT – I	Introduction to Retailing – Definition and Concept, Functions of Retailing, Significance of retail industry, Marketing retail equations, Marketing concepts applied to retailing, Driving Forces for Retailing.	(4 Sessions)
UNIT –II	Understanding the Retail Consumers- The factors influencing retail shopper, Consumer decision making process, changes in the Indian consumer, the use of market research as a tool for understanding markets and consumers	(5 Sessions)
UNIT – III	Retail Formats and Theories- Theories of retail development, Concept of retail life cycle, Classification of retail stores. Choosing a Store Location: types of locations, steps involving in choosing a location, trade areas and their evaluation	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Retail Merchandising- The concept of merchandising, the evolution of merchandising function in retail, Store design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising and Atmospherics	(5 Sessions)
UNIT – V	Managing Retail Business: HRM in retail, Retail Organization and Operations Management, Financial Dimensions, Managing Retail Services. Service Characteristics, Branding, Perceptions of Service Quality.	(5 Sessions)
UNIT – VI	Retail in India: Evolution and Size of retail in India – Drivers of retail change in India, Foreign Direct Investment in retail – Challenges to retail developments in India. Global retail markets: Challenges and Threats in global retailing.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- » Berman B and Evans J.R - Retail Management (Pearson Education, 9th Ed.)

Reference Books:

- » Michael Levi M and Weitz BW - Retailing Management (Tata McGraw Hill, 5th Ed.)
- » Swapna Pradhan – Retailing Management – Text and Cases, Tata McGraw Hill – 2nd edition, 2004

FOCUS: This course focuses on Employability aligned with CO4 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Explain the Concept and Functions of Retailing.
- CO2: Understanding the concept of Retail consumer behavior and its various dimensions.
- CO3: Compare, Classify and explain theories of retail development.
- CO4: Explain the importance of Retail Merchandising, store layout and design.
- CO5: Demonstrate the importance various management functions in Retailing.
- CO6: Identifying drivers of retail change in India.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/ PSO1
CO2	PO1/ PSO1
CO3	PO1/ PSO1, PSO2, PSO3
CO4	PO1, PO2/ PSO1, PSO2
CO5	PO2/ PSO1
CO6	PO1/ PSO1, PSO5

MBAE0056: Marketing Research

Objectives:

- »» To introduce the student to marketing research.
- »» To have understanding of the various research designs.
- »» To be aware of the different sources of marketing data and the process of gathering such data.
- »» To prepare the student for conducting marketing research studies.

Credits: 3

L-T-P-I: 3-0-0-0

Module No.	Content	Teaching Hours
UNIT I.	Introduction: Definition, Objective, Application and Limitation of Marketing Research, Marketing Information System, Marketing Research Process. Research Design: Overview of Research Designs used in marketing.	5 Sessions
UNIT II.	Primary and Secondary Data: Advantages & Disadvantages of Primary Data & Secondary Data, Overview of Secondary Data, literature review, sources available in India. Introduction to basic Methods of Collecting Data like Questionnaire Method and Observation Method, Process and guidelines for preparation of Questionnaire.	5 Sessions
UNIT III.	Measurement and Scaling: Types of Scales, Difficulty of Measurement, Sources of Error, Development of Marketing Measures. Introduction to selected Attitude Scales, Limitations of Attitude Measurement.	5 Sessions
UNIT IV	Sampling: Introduction to Sample and population, Various Techniques of Sampling, Problems associated with Sampling. Data Processing and Analysis: Introduction to SPSS, coding and feeding of data in SPSS.	5 Sessions
UNIT V	Research designs- Descriptive, Causal, Exploratory and Data Analysis through SPSS. Brief overview of multivariate data analysis techniques and application of common techniques like exploratory factor analysis, correlation and regression through SPSS.	5 Sessions
UNIT VI	Report Preparation: Layout of Research Report. Introduction to APA format of referencing for Books, Journal papers, Newspaper, Internet Sources and Magazines.	5 Sessions

Text Books:

- Malhotra & Dash. Marketing Research, Pearsons Education, New Delhi.

Reference Books:

- » Beri, G.C. Market Research. New Delhi, India: Tata McGraw Hill. 2010
- » Cooper, Donald, R., & Schindler, Pamela, S. Marketing Research: Concept and Cases. New Delhi, India: Tata McGraw Hill. 2007
- » Burns, Alvin, C., & Bush, Ronald, F. Marketing Research. Delhi, India: Pearson Education. 2007

FOCUS: This course focuses on Employability/Skill development aligned with CO3 ,CO4 Outcome

Outcomes:After completion of course, the student will be able to:

- CO1: Understand the process of marketing research and its different processes.
- CO2: Understand the various methods of data collection and its appropriateness
- CO3: Compare and explain the various types of scales used in marketing research
- CO4: Understand the concept of sampling and its utilization in marketing research.
- CO5: Demonstrate competency with the SPSS statistical software package and the ability to use SPSS to enter marketing data.
- CO6 Able to prepare research report and understand its various components.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO2/PSO1, PSO2
CO2	PO2/PSO2, PSO4
CO3	PO2/PSO1
CO4	PO2/PSO2
CO5	PO2/PSO4
CO6	PO4/PSO4

MBA5105: Sales and Distribution Management

Objectives:

- » To give marketing students, an overview and understanding of sales and distribution function in business and other disciplines.
- » To give the students the understanding of the role of the sales manager in improving sales by hiring, training, motivating and leading the sales force.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Introduction to Sales Management, Difference between sales and marketing, Styles of selling, Personal Selling and Process of Personal Selling, Qualities of a Successful Salesman, and Goals in Sales Management.	(5 Sessions)
UNIT –II	Analyzing Market Demand and Sales Potential, Preparation of Sales Budget, Sales Quota and Designing Sales Territories.	(5 Sessions)
UNIT – III	Sales Organization, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Motivating, Training and Compensating the Sales Force, Evaluation and Analysis of sales force.	(5 Sessions)
UNIT – V	Distribution Channel: Introduction, importance, types, functions, and design of Channels. Overview of Channel Management decisions, Channel conflict and resolution.	(5 Sessions)
UNIT – VI	International Channels of Distribution. Major modes of transportation, Multimodal Transport System- Overview, Containerization, Multimodalism in India. Third Party Logistics- Service providers, Risks of Outsourcing and risk management.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Jobber, D. & Lancaster, G. Selling and Sales Management. New Delhi: Pearson Education. 2008
- Still, Richard R., Cundiff, E. W. & Govoni, N. Sales Management – Decision, Strategies and Cases. New Delhi: Pearson Education/Prentice Hall of India. 2007
- Spiro, R., Stanton, W. and Rich, G. Management of a Sales Force. New Delhi: McGraw Hill. 2003

Reference Books:

- » Kapoor, S. K., & Kansal, P. Basics of Distribution Management. New Delhi: Prentice Hall of India. 2006
- » Rosenbloom, B. Marketing Channels: A Management View. New Delhi: Thomson Learning. 2008

FOCUS: This course focuses on Employability aligned with CO2 , CO3Outcome.

Outcomes:After completion of course, the student will be able to:

- CO1: Understand the concept of personal selling and salesmanship.
- CO2: Understand the methods of forecasting future demand and designing sales territories.
- CO3: Estimate the size of sale force required for future and understand the methods of recruiting and selecting the sales force.
- CO4: Understand the methods of training and motivating the sales force.
- CO5: Apply the concept of distribution channels for different industry or product types.
- CO6: Understand the methods for entering foreign markets.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1, PSO1
CO2	PO1, PSO1
CO3	PO2, PSO1
CO4	PO2, PSO1
CO5	PO2, PSO1
CO6	PO2, PSO1

MBAE0092: Business to Business Marketing

Objectives

- » To prepare for a career in “Business to Business Marketing”
- » To expose the students to a variety of product-market situations in the Indian context
- » To share the concepts and frameworks which may be more relevant in industrial Marketing situations
- » To have a understanding of various data analysis techniques.
- » Evaluating the opportunities and risk factors involved in conducting e-Business.
- » Identifying organizational processes and relationship that may have value added through the application of an e business strategy
- » Assisting in the incorporation of an e-business strategy into the organization’s goals and objectives.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	B2B Market, B2B Versus Consumer Marketing, Understanding B2B Markets, Types of Industrial Markets, Types of Business customers, Classifying Industrial Products & Services, B2B Marketing Environment, Strategies for managing the B2B marketing environment	(4 Sessions)
UNIT –II	Nature of Business Buying, Interpersonal dynamics of organizational buying behavior, The Webster & Wind model of Organizational Buying Behavior, Accessing market opportunities, Segmentation, targeting and positioning in B2B marketing	(6 Sessions)
UNIT – III	Developing product strategy, Analyzing Industrial Product Life Cycle, Strategic innovation and new product development, Products adaptation strategies, Branding process & Brand strategy	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	<p>Pricing Strategies: Price Determinants, Factors that Influence the Pricing Strategies, Pricing Methods, concept of learning curves, Pricing Strategies, Pricing Policies, Terms of Payment, Competitive Bidding, Leasing</p> <p>The Promotional Strategies: Communication Objectives, Role of B-2-B Advertising, Sales Promotion in Industrial Markets, Trade shows and Exhibitions.</p>	(5 Sessions)
UNIT – V	Formulating Channel Strategy: Nature of Business Marketing channels, Intermediaries, Direct and Indirect Channels, Channel Objectives, Channel Design, Managing Channel Members, Selection and Motivation of Channel Members, Channel conflicts, SCM, Logistics Management,	(5 Sessions)

	Customer Service, Major cost centers of Market Logistics.	
UNIT – VI	Management of Sales Force: Personal Selling and Process, Key Account Management, Managing Industrial Sales Force, Organizing and controlling the industrial sales force activity, planning for sales force Deployment, Measuring the Effectiveness of Sales Force, Customer relationship Management Strategies for Business Markets, Ethical Issues.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Ghosh,P.K., Industrial Marketing, Oxford Publication
- Kalakota,Ravi,E-Business, Delhi, India: Pearson Education.

Reference Books:

- Havaladar,K.Industrial Marketing, New Delhi, India: Tata McGraw Hill.
- Vitale,P. Robert, Business to Business Marketing,Delhi,India:Thomson

FOCUS: This course focuses on Employability aligned with CO1, CO3 Outcome

Outcomes:After completion of course, the student will be able to:

- CO1: Understand the consumer and business markets.
- CO2: Explain industrial market segmentation, positioning and selecting target markets.
- CO3: Understand the suitable strategies related to business products in different stages of product life cycle.
- CO4: Identify the industrial marketing mix strategies that are possible for marketing managers.
- CO5: Understand the distribution channels and intermediaries used in business-to-business marketing.
- CO6: Understand the role in importance of personal selling in business-to-business marketing.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1, PSO1
CO2	PO1, PSO1
CO3	PO1, PO2, PSO1
CO4	PO1, PO2, PSO1
CO5	PO1, PO2, PSO1
CO6	PO1, PSO1

MBAO0001: Rural Marketing Management

Objectives:

- ▶▶ To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
- ▶▶ To familiarize with the special problems related to sales in rural markets.
- ▶▶ To help understand the working of rural marketing institutions and agricultural products.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Introduction to Rural Marketing: Rural Marketing : Definition, Characteristics and Dimensions of Rural Markets , Image of Indian Rural Marketing and Approach to Rural Markets of India, Rural Market Profile, Rural Market in India, Size and Scope ,Environment of Rural Markets in India, Constraints in Rural Marketing and strategy to overcome the constraints.	(5 Sessions)
UNIT –II	Rural Consumer Behaviour: Factors affecting Rural Consumer Behaviour, Socio-cultural, Personal, Psychological Factors, Buying Decision Process, Buying Behavior Pattern, Buying Evaluation Procedure, Brand Loyalty, Innovation Adoption, Challenge.	(3 Sessions)
UNIT – III	Rural Marketing Strategies: Segmentation, Targeting, Positioning for rural market, Product strategies, Pricing strategies, Distribution strategies, Promotion strategies.	(7 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Rural Market Research: Rural Vs. Urban market research, Marketing Research Process, Planning the rural research, Research tools for rural market, Field procedures and rural realities, Limitations & Challenges in Rural Marketing Research.	(4 Sessions)
UNIT – V	Rural Marketing Communication: Importance of Rural Marketing Communication, Rural Communication Media, Types of Rural Communication, Challenges of Rural Communication, Ways to Achieve Effective Rural Communication.	(4 Sessions)
UNIT – VI	Rural Marketing Network: Intermediaries in the Rural Distribution Channel, Rural Marketing Institution, Corporate Presence in Rural India, Problems in Agricultural Marketing,	(7 Sessions)

	Marketing of Agricultural Input and Non-farm Products, Role of Government in Rural Marketing	
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- » Zeithaml, A., Valarie. & Bitner, Mary, Jo. Services Marketing. New Delhi, India :Tata Mc Graw Hill (2008).

Reference Books:

- » Rao, K. Ramamohan. Services Marketing. New Delhi India: Pearson Education(2006).
- » Bhattacharjee, C. Services Marketing: Concepts, Planning & Implementation. New Delhi India: Excel Books (2008).
- » Lovelock, Christopher. & Wirtz, Jochen. Services Marketing: People, Technology, Strategy. New Delhi India: Pearson Education (2007).
- » Nargundkar, RajendraServices Marketing: Text & Cases. New Delhi, India: TMH (2008).

FOCUS: This course focuses on Employability aligned with CO1 , CO2, CO4 Outcome

Outcomes:After completion of course, the student will be able to:

- CO1: Understand the concept of rural market and their characteristics
- CO2: Understand the impact of personal, socio-cultural and psychological factors on the behavior of rural consumers
- CO3: Apply the concept of STP strategies to design product, pricing, promotion and distribution strategies for rural consumers
- CO4:Understand the concept of market research and its implication in rural market.
- CO5: Understand the barriers of communication and identifying the strategies to overcome in rural market
- CO6:Understand the role of corporate and government institution in rural market

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO4
CO2	PO1/PSO2
CO3	PO2/PSO4
CO4	PO1/PSO4
CO5	PO1/PSO2
CO6	PO4/PSO4

MBAE0055: Product and Brand Management

Objectives:

- This course will attempt to understand various types of products in the product portfolio of an organization. Developing new products and eliminating existing products from the portfolio will be examined. Why a marketer needs brand names and what is the need to maintain brands equity

Credits: 3

L-T-P-I: 3-0-0-0

Module No.	Content	Teaching Hours
UNIT I.	Product Management: Product Mix concepts, Product Classification, Product Management: Product Development, Product focused organization; Market focused organization, Factors influencing design of the product, Changes affecting product management.	6 Sessions
UNIT II.	Product Market Strategies: Product Life Cycle Stages and corresponding Strategies, Product Evaluation Product Positioning: Concept, Product Differentiation, Positioning Strategies, Preference Analysis, Benefit Segmentation	5 Sessions
UNIT III.	Brand Management: Brands Vs Products, Benefits of branding; Brand attributes, Significance of branding to consumers & firms, Brand Elements	4 Sessions
UNIT IV	The Brand Equity concept, Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance. Brand Building: Brand building blocks and implications, Measuring Brand equity: Brand Value Chain and Brand Tracking, Brand Equity Management System	6 Sessions
UNIT V	Brand Positioning & Values: Brand Knowledge, Identifying and establishing Brand Positioning, Positioning Guidelines, Brand Values and Brand mantras.	4 Sessions
UNIT VI	Designing & Sustaining Branding Strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, managing brand over time- Reinforcing Brands, Revitalizing Brands, Co-branding, Celebrity endorsement, Brand Crisis.	5 Sessions

Text Books:

- Keller, K. L. Strategic Brand Management: Delhi: Pearson Education. 2004
- Kotler, P., Keller, K. L., Koshy, A., & Jha, M. Marketing Management. New Delhi: Pearson Education 2007

Reference Books:

- » Sengupta, S. Brand Positioning. 2006
- » Majumdar, R. Product Management in India. Delhi: Prentice Hall of India, 2007
- » Kazmi, S. H. H. & Batra, S. K Advertising and Sales Promotion. New Delhi: Excel Books. 2008

FOCUS: This course focuses on Employability aligned with CO1 , CO2 Outcome

Outcomes:After completion of course, the student will be able to:

- CO1: Explain the concepts of product management including product mix, classification and product development.
- CO2: Understand the strategies adopted by marketers during the different phases of PLC
- CO3: Explain the various branding attributes and its elements
- CO4: Understand the various theories of brand equity and the development of brand equity.
- CO5: Understand the process of developing appropriate product positioning for a brand.
- CO6: Explain the strategies adopted by marketers for designing and sustaining of branding

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO2/PSO1, PSO2, PSO3
CO2	PO2/PSO2, PSO4
CO3	PO2, PO3, PO4/PSO1, PSO2, PSO3, PSO4, PSO5
CO4	PO1, PO2/PSO2, PSO3
CO5	PO2, PO3/PSO3, PSO4
CO6	PO4/PSO4

MBAP003: Advertising Management

Objectives:

- » To give marketing students an overview and understanding of the important role of advertising in organizational success.
- » To make the students familiar with the promotional tools and their role in promotion mix.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Steps in Communication process, Factors in deciding Promotion Mix. Promotion Mix Tools Sales Promotion: Role and process of Sales Promotion, Techniques of Sales Promotion- Consumer and Trade Oriented.	(4 Sessions)
UNIT –II	Direct Marketing: Objectives, Strategies and Media, Public Relations and Publicity, Internet / Interactive Marketing Personal Selling: Scope, Role and Process	(4 Sessions)
UNIT – III	Advertising Management: Meaning, Evaluation of Advertising, Objectives, Importance, Classification of Advertisement, Economic and Social Effects of Advertising, Organization of Advertising Department, Department, Advertising Agency Management, Campaign Planning.	(7 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Advertising media management: Print, Radio, TV, Cinema outdoor and other forms- Advantages, Limitations, Availability, Media Rates, Media Planning and Scheduling.	(5 Sessions)
UNIT – V	Advertising creativity: Advertising Copywriting for print and Broadcast Media-Principles, Styles, Advertising visualization and Design production of Print, Broad and other advertisements.	(4 Sessions)
UNIT – VI	Media strategy: setting and allocating media budget, media scheduling, testing advertising effectiveness – pre-testing and post testing Advertising agencies: Organization and functioning, global advertising, Advertising and society, advertising regulations.	(6 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Belch, G. E., & Belch, M. A., Advertising and Promotion. Delhi: Tata McGraw-Hill Publication.2005

Reference Books:

- Batra, R. & Myers, J. G. Advertising Management. Delhi: Prentice Hall of India.2006
- Jethwaney, J., & Jain, S. Advertising Management. New Delhi: Oxford University Press. 2006

FOCUS: This course focuses on Employability/ Skill development aligned with CO2 Outcome.

Outcomes:After completion of course, the student will be able to:

- CO1: Explain the concepts, tools and techniques of promotion mix.
- CO2: Identifying and compare the various methods of direct marketing for the marketing of different types of product and services.
- CO3: Compare, classify and explain advertisement management and its planning.
- CO4: Explain the importance of media management and its component.
- CO5: Demonstrate the importance of creativity and visualization in advertisement.
- CO6: Understand the importance of developing media strategy and functions of advertising agency.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/ PSO1
CO2	PO1/ PSO1, PSO2
CO3	PO2/ PSO1
CO4	PO1/ PSO1
CO5	PO2/ PSO1, PSO4
CO6	PO1/ PSO1

MBAE0091: Customer Relationship Management

Objectives:

- ▶▶ To understand the concepts and principles of CRM
- ▶▶ To appreciate the role and changing face of CRM as an IT enabled function, and
- ▶▶ To enable managing Customer Relationship.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.	(5 Sessions)
UNIT –II	CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling- Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.	(5 Sessions)
UNIT – III	Sales Force Automation - Sales Process, Activity, Contact-Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Analytical CRM - Managing and sharing customer data - Customer information 2 databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.	(5 Sessions)
UNIT – V	CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches	(4 Sessions)
UNIT – VI	Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM	(6 Sessions)

	development Team - Scoping and prioritizing - Development and delivery - Measurement.	
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- » Customer Relationship Management by J N Sheth, Atul Parvatiyar, G. Shainesh, Tata McGraw Hill.
- » Customer Relationship Management Concept & Cases by Alok Kumar Rai, Prentice Hall of India Private Limited, New Delhi.

Reference Books:

- » Customer Relationship Management by S. Shanmugasundaram, Prentice Hall of India Private Limited, New Delhi.
- » Customer Relationship Management by Kaushik Mukherjee, Prentice Hall of India Private Limited, New Delhi.
- » Customer Relationship Management by V. Kumar & Werner J., Wiley India,

FOCUS: This course focuses on Employability/Skill Development aligned with CO1, CO4 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Understand customer relationship management concepts and its importance in marketing.
- CO2: Identifying and compare the various tools of CRM for maximizing customer satisfaction.
- CO3: Explain and understand the importance of sales force automation.
- CO4: Understand the importance of customer data management in measuring, managing and analyzing marketing performance.
- CO5: Understand the concept and process tools and its application.
- CO6: Describe and illustrate the various components of Managing customer relationships.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO2
CO2	PO2/ PSO1,PSO2
CO3	PO2/ PSO1,PSO2
CO4	PO1/ PSO1,PSO2
CO5	PO2/ PSO1,PSO2
CO6	PO2/ PSO1,PSO2

MBAE0019: International Marketing

Objectives:

- » To achieve an understanding of the complexities, opportunities & creative challenges of marketing across time, space & cultures.
- » Recognize those factors which distinguish the marketing mix for overseas markets as opposed to domestic markets.
- » To learn how to track & evaluate changes in world markets that affects the consumer demand & shape of marketers' strategies.
- » To develop expertise in assessing of marketing opportunities for all sizes & types of companies.
- » To learn how to develop successful marketing strategies targeted at specific global market segments.
- » To identify & analyze ethical issues in international marketing affecting sustainable development ("green-marketing") & social justice in business.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Global Marketing: An Overview: Definition of International Marketing, International Dimensions of Marketing, Scope and challenges of International marketing;- EPRG Framework, Domestic v/s International, Marketing, Process of Internationalization, Benefits of International Marketing, Driving & restraining forces.	(4 Sessions)
UNIT –II	Political, Legal & Cultural Environment: Political Environment: Political Systems, Political Risks, Indicators of Political Risk, Analysis and Measures to minimize Political Risk, Legal Systems, Legal Form of Organization, Multiplicity of Legal Environment, Bribery, Branch v/s Subsidiary, Counterfeiting, Gray Market Culture and its Characteristics, Influence of Culture on Consumption, Thinking, Communication Process; Cultural Universals.	(6 Sessions)
UNIT – III	International Marketing Planning: Marketing Research, Global Marketing Information Sources, Marketing Information System, Market Analysis, Marketing Strategies of US, EU & Japanese MNC's, Foreign Market Entry Strategies – (Exporting, Licensing, Joint Ventures, Strategic Alliances,	(5 Sessions)

	Acquisitions Franchising, Assembly Operations, Management Contracts, Turnkey Operations, Free Trade Zones.	
MID-TERM EXAMINATION		
UNIT – IV	Product Policy and Planning: Product Design and Standardization, Developing an International Product Line, Foreign Product Diversification, International Branding Decisions, International Packaging, International Warranties and Services.	(4 Sessions)
UNIT – V	International Pricing Strategy: Role of Pricing, Price Standardization, Pricing Decisions, Price Distortion, Transfer Pricing, Counter Trade, INCO terms, Terms of Sale, Methods of Financing and Means of Payment International Channels of Distribution: Channel Members, Channel Management, Retailing in International Scenario, International Physical Distribution.	(5 Sessions)
UNIT – VI	International Promotion Strategies: Promotion Mix, Promotion and Communication, Personal Selling, International Sales Negotiations International Advertising: Patterns of Global Advertising, Global Advertising Regulations, Advertising Media, Standardized International Advertising, Global e-marketing.	(6 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- » Warren, J. K. 7th Edition. Global Marketing Management. USA: Prentice Hall. 2002
- » Cateora, P., & Graham, J. 11th Edition. International Marketing. USA: McGraw Hill. 2003
- » Varshney & Bhattacharya. 18th Edition. International Marketing. S Chand Publications. 2005

Reference Books:

- » Ronkainen, Czinkota, & Michahel, R. Best Practices in International Marketing. Fort Worth. Harcourt College. 2002
- » Bradely, F. 2nd Edition. International Marketing, Strategy. Hemal Hempstead, Prentice Hall. 2004
- » Kotler, P. 2nd Edition. A Framework for Marketing Management. USA: Prentice Hall. 2002

- » Kotler, P., & Armstrong, G. 10th Edition. Principles of Marketing. Pearson education.2008
- » Derskey, H. 4th Edition. International Management. New Delhi: Prentice Hall of India.2007
- » Aswatthapa, K. 3rd Edition. International Business. New Delhi: Tata McGraw-Hill.2006

FOCUS: This course focuses on Employability aligned with CO2 , CO5 Outcome

Outcomes:After completion of course, the student will be able to:

- CO1: Understanding the concept of international marketing and its determinants
- CO2: Understanding the concept of risk and role of culture in performing marketing activities in international prospective
- CO3: Understanding the market entry strategies in overseas market and understanding the role of market research in international prospective.
- CO4: Understanding the concept of product design and development for international market.
- CO5: Understanding the pricing strategies and the role of distribution channel in international scenario.
- CO6: Understanding promotional mix strategies to promote the product in international market.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1
CO2	PO1/ PSO1
CO3	PO1/ PSO1
CO4	PO2/ PSO1,PSO2
CO5	PO1/ PSO1,PSO2
CO6	PO2/ PSO1,PSO2

MBAE0009: Labour and Social Security Legislations

Objectives:

- » To make aspirants understand the ground rules relating to labor laws
- » To equip the students with the working knowledge of various labor laws

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	<p>Labour Welfare: Philosophy of Labour Welfare; Historical Development of Labour welfare legislation; Health, Safety and welfare measures under Factories Act, 1948;</p> <p>Industrial Disputes Act 1947: Objectives, Authorities for investigation and settlement of industrial dispute, illegal strike and lock-out.</p>	(5 Sessions)
UNIT –II	<p>Law relating to wages and Bonus: Concepts of wages: minimum wage, fair wage, living wage.</p> <p>Payment of Wages Act, 1936: Regulation of payment of wages; Authorized Deductions,</p> <p>Minimum Wages Act, 1948: Objectives and constitutional validity of the Act; procedure for fixation and revision of minimum rates of wages – exemptions and exceptions;</p>	(5 Sessions)
UNIT –III	<p>Payment of Bonus Act, 1965; Bonus - Its historical background, present position and exemptions.</p> <p>Legislation related to Social security: Protective provisions under Equal Remuneration Act 1976 & Maternity Benefit Act 1961.</p>	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	<p>Social security against employment injury and other contingencies : Concept and development of social security measures; Employers liability to pay compensation for employment injury; Legal protection:</p> <p>Workmen’s Compensation Act, 1923 - Concept of ‘accident arising out of’ and ‘in the course of the employment’; Doctrine of notional extension and doctrine of added peril; Total and partial disablement; Quantum and method of distribution of compensation.</p>	(4 Sessions)
UNIT – V	<p>Employees State Insurance Act, 1948: Benefits provided under the Act; Employees State Insurance Fund and Contributions; Machinery for the implementation of the Act; ESI court and appeal to High Court.</p>	(6 Sessions)
UNIT – VI	<p>Law relating to retirement benefits:</p> <p>Employees Provident Fund and Miscellaneous Provisions Act, 1952; Family Pension Scheme 1971 and Employees Pension Scheme 1995;</p>	(5 Sessions)

	Payment of Gratuity Act, 1972 – Concept of gratuity; Eligibility for payment of gratuity; Determination of gratuity; Forfeiture of gratuity.	
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- » Kapoor, N. D. 30th Edition. Elements of Merchantile Law. New Delhi: Sultan Chand & Sons.2009
- » Mamoria, C. B., Gankar, S.V., & Mamoria, S. (2010). 13th Edition. Dynamics of Industrial Relations. New Delhi: Himalaya Publishing House..2010

Reference books:

- » Sinha, N. 1st Edition. Industrial Relations, Trade Unions and Labour Legislation. New Delhi: Pearson Education.2004
- » Singh, B.D. Industrial Relations and Labour Laws. New Delhi: Excel Books.2010
- » Kumar, H. L. 3rd Edition. Labour Laws. New Delhi: Universal. Pvt. Ltd.2006
- » Srivastava, S.C4th Edition. Industrial Relations and Labour Laws. New Delhi: Vikas Publishing House Pvt .Ltd.2003
- » Singh,P.N.,& Kumar,NEmployee Relations Management. New Delhi: Pearson Publication.2010

FOCUS: This course focuses on Employability/Skill development aligned with CO1 , CO2 Outcome

Outcomes:After completion of course, student will be able to:

- CO1: Understand the concept of Labour welfare and its sources with its application to remove disputes by industrial dispute Act.
- CO2: Illustrating the constitutional validity of the wages Act and outline the procedure for fixation and revision of minimum rates of wages.
- CO3: Explaining the Legislation related to Social security and Protective provisions in relations to Bonus Act.
- CO4: Identifying the Social security Framework against employment injury and workmen’s compensation Act.
- CO5: Summarize the benefits provided under the employees state Insurance Act .

- CO6: Extending various mechanism for relating to retirement benefits (Employees Provident Fund Act, Payment of Gratuity Act) .

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO2
CO2	PO2/PSO2, PSO4
CO3	PO2/PSO1
CO4	PO1/PSO2
CO5	PO1/PSO1
CO6	PO1/PSO4

MBAO0002: Leadership and Team Building

Objectives:

- » Assess adequately preconditions for leadership and team-building.
- » Respect other people' personality and take the full advantage of differences between them as well as of their individual abilities and skills for the synergic effect.
- » Understand the conditions for formation and development of team co-operation.
- » Adopt crucial competences like Problem-solving, creativity, independence and responsibility-taking.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	<p>Leadership: Concept, Introduction, meaning, definition, Components of Leadership- Leader, Followers and situation, Leadership myths.</p> <p>Assessing leadership: Managerial incompetence, Leadership Talent Management system.</p> <p>Measuring effects of Leadership: Superior's effectiveness & performance ratings, subordinate's rating of satisfaction, organizational climate, morale, motivation and leadership effectiveness, and Unit performance indices</p>	(4 Sessions)
UNIT –II	<p>Power, Influence and leadership: Sources of power, Power acquisition for leadership, approaches to understanding power: Emerson's power dependence theory, Salancik & Pfeffer Strategic contingency Model, Mintzberg's Genesis of power theory. Influence tactics.</p> <p>Leadership and values: Concept, forms of leadership, Moral reasoning, Key work values, Stages of Leadership culture development, Moral justification.</p> <p>Organizational Politics: Concept, significance, Political strategies: increasing power and exercising power.</p>	(4 Sessions)
UNIT – III	<p>Leadership Theories: Evolution of leadership theories, Basic leadership models- Trait theory, Behavioral theories- Ohio State studies, University of Michigan Studies, Blake and Mouton's Managerial Grid, Contingency Models- Fiedler's Contingency Theory, Hersey and Blanchard's Situational Leadership theory, Contemporary theories- Servant leadership, transactional and transformational leadership.</p>	(7 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	<p>Leadership and Change: Concept, approaches to organizational change.</p> <p>Leadership traits: bright side of personality and dark side of personality.</p> <p>Leadership skills: Basic and advanced skills.</p> <p>Leadership styles: Lewin's leadership styles. Behavioral,</p>	(5 Sessions)

	charismatic, traditional and Situational leadership styles.	
UNIT – V	Groups – Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion. Group Dynamics: Factors affecting group dynamics, Approaches- Proximity theory, Homan's Interaction theory, Balance theory, Exchange theory. Teams – Types, Ginnett's Team Effectiveness Leadership Model, Leadership prescription of the model.	(6 Sessions)
UNIT – VI	Team Building: Stages in team building, Effective Team Characteristics, Team building skills. Team building interventions: Levels of Team Building interventions, types of interventions. Building high performance teams: The Rocket Model.	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Hughes, Ginnett, Curphy - Leadership, Enhancing The Lessons of Experience (Tata Mc Graw Hill, 5th Ed.) 2010

Reference Books:

- Halder U - Leadership and Team Building (Oxford university Press, 2nd Ed.) 2010
- Yukl G - Leadership in Organizations (Pearson Education Ltd., 6th Ed.)2007
- West Michael - Effective Team Work (Excel Books, 1st Ed.)2003
- Sadler Philip - Leadership (Crest Publishing House).2007

FOCUS: This course focuses on Skill development aligned with CO1 Outcome.

Outcomes:After completion of course, student will be able to:

- CO1: Understand the concept of Leadership and its components with measuring effects.
- CO2: Illustrating the power acquisition model and stages of leadership culture development with organizational politics.
- CO3: Explaining the leadership theories and basic contingency models.
- CO4: Identifying the leadership traits and skills with styles.
- CO5: Summarize the group dynamics and its theories with stages.
- CO6: Extending various team building interventions mechanism at each stage.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO2
CO2	PO2/PSO2, PSO5
CO3	PO2/PSO1
CO4	PO1/PSO2
CO5	PO1/PSO1
CO6	PO1/PSO4

MBAE0005: Performance Management and Competency Mapping

Objectives:

- » Performance management and competency mapping is the most critical function and strong determinant of organizational excellence.
- » To develop and appreciation skills essential for designing and instituting effective performance management and competency management systems.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Introduction: Basic concept of performance and performance management system, objectives, components, benefits, the performance management model, approaches to performance management and performance management process.	(5 Sessions)
UNIT –II	Performance Appraisal: Need and methods for Performance Appraisal: Assessment center and its process.	(3 Sessions)
UNIT – III	Performance Appraisal Techniques: Psychometric tests, Leaderless group discussions, Management games, Simulation exercises, Role Plays, Self-appraisal, 360 Degree appraisal, BARS, Balance score card, Performance analysis, Performance review discussion.	(7 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Competency: Concept, origin and development, factors affecting competency, classification of competencies. Competency mapping: Concept, process. Methods of Competency Mapping: Critical incident technique, interview technique and questionnaires.	(4 Sessions)
UNIT – V	Developing Competency Models: The Lanchester Model of Managerial competency, the Transcultural Managerial competencies.	(4 Sessions)
UNIT – VI	Issues related to development of competency models, resistance and recommendations. Application of Competency Mapping: Competency based: recruitment, selection, performance linked remuneration system, Training and development and succession planning.	(7 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- » Deb Tapomoy. Performance & Reward Management., Ane Books Pvt. Ltd. 2009

Reference Books:

- » Herman Aguinis. Performance Management, Pearson Education. 2009.

- » T. V. Rao. Appraising & Developing Managerial Performance, Excel Books. 2002.
- » Ganesh Shermon. Competency Based HRM, TMH. 2004.
- » Seema Sanghi. A Handbook of Competency Mapping, Response Books. 2004.
- » Radha R Sharma. 360 Degree Feedback, Competency Mapping and Assessment Centers, TMH. 2006.

FOCUS: This course focuses on Skill development aligned with CO2,CO3 Outcome

Outcomes:After completion of course, the student will be able to:

- CO1: Understanding the concept of performance appraisal, performance management and performance model
- CO2: Apply the assessment center technique in selection and appraisal
- CO3: Using and applying the Management games, Simulation exercises, Role Plays, Self-appraisal,360 Degree appraisal while performance appraisal
- CO4: Understand the process of competency mapping
- CO5: Understand the Lanchester Model of Managerial competency and the Transcultural Managerial competencies.
- CO6: Issues related to development of competency models, resistance and recommendations. Issues related to development of competency models, resistance and recommendations

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO2, PSO3,PSO4
CO2	PO1/PSO1,PSO2, PSO3,PSO4
CO3	PO1/PSO1,PSO2, PSO3,PSO4
CO4	PO1/PSO1,PSO2, PSO3,PSO4
CO5	PO1/PSO1,PSO2, PSO3
CO6	PO1/PSO1,PSO2, PSO3

MBAE0059: Industrial Relations and Trade Union

Objectives:

- » To develop an understanding of the interaction pattern among labor, management and the state.
- » To build awareness of critical issues in industrial relations and impart knowledge of the contents of the labor laws to the stake holders.

Credits: 03

L-T-P-J: 3-0-0-0

UNIT – I	Industrial Relations: Concept, Scope and Objectives, Significance, Approaches, Principles of good industrial relations, Role of State, Employers and the Unions in industrial relation.	(5 Sessions)
UNIT –II	Trade Unionism and Industrial Relations: Labor movement, Concepts ,Trade union movement, Development of trade unionism in India, Functions and Problems of trade unions	(5 Sessions)
UNIT –III	The Trade Union Act, 1926 Definition of a trade union, Registration of trade union, rights and privileges of a registered trade union, Duties and liabilities of a registered trade union, regulations, penalties.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Industrial Disputes: Meaning, Causes and forms. Industrial Relations machinery to solve industrial disputes: Works Committee, Conciliation-Conciliation Officers--Board of Conciliation – Court of Enquiry, Arbitration, Adjudication-Labor Court-Industrial Tribunal - National Tribunal.	(6 Sessions)
UNIT – V	Worker's Participation in Management: Evolution of Concept, Objectives of W.P.M, Forms of Worker's Participation in India, Sachar Committee and Varma Committee on Worker's Participation. Necessary Conditions for effective working of WPM,	(4 Sessions)
UNIT – VI	Industrial relations in Major Industrialize Economies: An Overview: Comparative study of Industrial relations in U.K, Industrial relations in European Union, Industrial relations in China, Industrial relations in Australia	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- C.B. Mamoria, S.V. Gankar and S. Mamoria. Dynamics of Industrial Relations: New Delhi: 13th Edition, Himalaya Publishing House, 2010.

Reference Books:

- VenkataIn. dustrial Relations. New Delhi: 13th Edition. Oxford University Press, 2010.
- B.D. Singh. Industrial Relations and Labour Laws: New Delhi: Excel Books, 2010.
- A. Monappa. Industrial Relations: New Delhi: 1st Edition. Tata McGraw Hill Publishing Company Ltd, 2006.
- P.N. Singh, and N. Kumar. Employee Relations Management: New Delhi: Pearson Publication, 2010.
- S.C. Srivastava. Industrial Relations and Labour Laws: New Delhi: 4th Edition. Vikas Publishing House Pvt. Ltd. 2013.

FOCUS: This course focuses on Employability aligned with CO2 Outcome

Outcome:After completion of course, Students will be able to:

- CO1 Define the concept, approaches, and the role of state, employers and the unions in industrial relation
- CO2 Explain the development of trade unionism in India
- CO3 Outlining the Trade Union Act, 1926
- CO4 Demonstrate the causes, forms and Industrial Relations machinery to solve industrial disputes
- CO5 Identifying the evolution of concept, objectives and forms of Worker's Participation in India
- CO6 Comparing the Industrial relations in major Industrialized economies.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO2
CO2	PO1/PSO1
CO3	PO1/PSO1
CO4	PO4/PSO1

CO5	PO2/PSO1,PSO3
CO6	PO1/PSO1,PSO3

Organizational Change and development

Objectives:

- » Familiarize with the change and organizational development theories to improve organizational performance and create healthy places of work, and organizational intervention practices that encourage learning and change.
- » Gain expertise, knowledge and skills in the growing field.
- » Learn how to apply change processes and OD tools in their organization.
- » Help the students develop as potential change agents and OD professionals.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Organizational Change: Concept of planned change, Internal and External Factors of Change, Models of Change: A Three Stage Model of the Change Process (Kurt Lewin , ADKAR, Mckinsey 7 s model), Nadler and Tushman’s model, Kotter’s eight step model ,Strategies for Managing Change	(7 Sessions)
UNIT –II	Resistance to organizational change: Concept, Nature, factors contributing to resistance, mechanisms underlying resistance, the behavioural elements, cognitive and affective processes, Suggestions to managing resistance to change.	(3 Sessions)
UNIT – III	Organizational culture and change: Introduction, nature, levels, patterns of work culture. Formal and informal components of organizational culture, functions of organizational culture and change, researches on cultural differences in organizations. Organizational culture leadership and firm size. Emerging trends in organizational culture.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	An introduction to organization Development: Overview of organizational development: definitions, Field of organizational development, Characteristics, Role of change agents and leadership, Assumptions And Values Underlying OD, Relevance of OD.	(4 Sessions)
UNIT – V	Managing the OD process: Diagnosis (Six-box model),	(6 Sessions)

	Action and program management component. Classification of OD interventions. Team interventions: Role Analysis Technique, Role Negotiation Technique, Responsibility Charting. Organizational process approaches: Grid OD Techno-structural interventions: Socio-technical System, Quality Circles, Work Redesign	
UNIT – VI	Strategic Interventions: Organizational Transformation through Business Process Reengineering. The future of OD: Changing environment and fundamental strengths of OD, issues in consultant- client relationship, ethical standards in OD.	(5 Sessions)
END-TERM EXAMINATION		
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- Managing organizational change, Palmer, Dunford, Akin, Tata Mc-Graw Hill edition
- Organization Change & Development, Kavita Singh, Excel Book.

Reference Books:

- Organizational Change and Development; Dipak Kumar Bhattacharyya, Oxford.
- Organization Development; Wendell French and Cecil, H. Bell, Jr, Prentice Hall of India.
- Organization Development and Change Thomas G. Cummings and Christopher G Worley Thomson.
- Change Management: A Guide to Effective Implementation; Robert A Paton and James McCalman, Response Books, New Delhi.

FOCUS: This course focuses on Employability aligned with CO1 Outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding the theoretical framework, perspectives, theories, and models of organizational change
- CO2: Understanding the concepts, factors and mechanisms underlying resistance to change.
- CO3: Outlining the components, patterns and emerging trends in Organizational culture
- CO4: Define the concept and relevance of organizational Development

- CO5: Demonstrate the Organizational development interventions and its process
- CO6: Understand the Strategic Interventions and issues of OD in future context

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Cos	POs/PSOs
CO1	PO1, PO5/PSO1,PSO2, PSO3
CO2	PO1, PO5/PSO1,PSO2, PSO3
CO3	PO1, PO5/PSO1,PSO2, PSO3
CO4	PO1, PO5/PSO1,PSO2, PSO3
CO5	PO1, PO5/PSO1,PSO2, PSO3
CO6	PO1, PO5/PSO1,PSO2, PSO3

MBAE0007: Managerial Counseling and Stress Management

Objectives:

- » It aims to make the students clear about the role of managerial counseling at work place in improving employee's relations and their mental & physical health.
- » It aims to recognize the relationship of stress with individual performance and also to study counseling as a therapy for stress free life.

Credits: 03

L-T-P-J: 3-0-0-0

UNIT – I	Counseling Concept: Emergence and historical Development of the Counseling Profession, Factors contributing to the emergence of counseling, Types of counseling: goals and expectation, Counseling process, evaluation of counseling and ethical issues. Counseling and related fields: Psychotherapy, Clinical Psychology, Hygiology. Modern trends in counseling.	(5 Sessions)
UNIT –II	Managerial Counseling at Work Place: Self-Development of Managers as Counselors, Assertiveness and Interpersonal Skills for Counselors, Counseling Relationship, counseling outcomes.	(4 Sessions)
UNIT – III	Development of Counseling Skill: Introduction to the Important Schools of Counseling, Psychoanalytic Foundations, Transactional Analysis, Gestalt Therapy, Rational Emotive Therapy, Person-Centred Approach to Counseling, Nonverbal Clues.	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Selection of Counseling Strategies & Interventions in Organisations: changing behaviour through Counseling, empathy, Listening and responding, Effective Feedback, Performance Counseling, Counseling in Problem Situations, Interpersonal Conflicts, Midlife Blues, Integration and Action Plan.	(5 Sessions)
UNIT – V	Stress: types of stressors, purpose of stressors, long-term effects of stressors: physiological and psychological, specific applications of stress as it relates to the workplace and different target groups, Potential Sources of Stress at Work Place, Relationship between Stress and Job Performance, Stress and Personality.	(5 Sessions)
UNIT – VI	Stress Management: Stress Management Model, Stress Management Strategies: Individual and Organizational Coping Strategies, Golden Principles to a Stress Free Life.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- S. Rao, and Narayana. Counseling and Guidance. New Delhi: Tata McGraw-Hill Publications. 2006.

Reference Books:

- U. Pareekh. Understanding Organization Behaviour. New Delhi: Oxford Higher Education Publication. 2006.
- K. Singh. Organization Behaviour: Text and Cases”, New Delhi: Pearson Publications. 2010.
- D.A. Decenzo, and S.P. Robbins, Personnel / Human Resource Management. New Delhi: Prentice Hall India. 2004.
- K. Aswathappa. Human Resource Personnel Management. New Delhi. 2006.

FOCUS: This course focuses on Employability aligned with CO1 , CO2 Outcome

Outcome: After completion of course, the student will be able to:

- CO1 Understand the concept and evolution of counseling as profession and its association with other related fields.
- CO2 Understand the role of managerial counseling and its relative outcomes at workplace.
- CO3 Explain and demonstrate the application of various approaches and techniques of counseling.
- CO4 Illustrate the selection of counseling strategies and interventions in organization.
- CO5 Recognize the relationship of stress with individual performance and personality
- CO6 Analyze the importance and various methods to manage the stress at the work place through which improvement occurs in employee’s relations and their mental & physical health.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO2
CO2	PO1/PSO1
CO3	PO1,PO3/PSO1
CO4	PO2/PSO1
CO5	PO2/PSO1,PSO3
CO6	PO2/PSO1,PSO3

MBAE0058: Training and Development

Objectives:

- » To enable one to develop the necessary knowledge, skills and confidence for undertaking training activities.
- » To develop an understanding of how to identify and assess training needs, and to develop, plan, organize, deliver and evaluate the training programmes in an organisational setting.
- » To develop an understanding on various training and development solutions to improve employees' performance.

Credits:03

L-T-P-J:3-0-0-0

Unit No.	Content	Teaching Hours
1.	HRD and Training: Evolution and Functions of HRD, Concept, need of Training and Development, Evolution of training's role: movement from training as an event to learning, the strategic training and development process, training & development as source of competitive advantage, Forces influencing working and learning.	5
2.	Training Models, Concept of Needs Assessment: causes, outcomes, process, methods of Needs Assessment, Designing effective, Training Process, Design of Evaluation Programme, Types and Methods of Training Evaluation, Determining Return on Investment,	6
3.	Employee Development: Approaches to employee development, the development planning process, company strategies for providing development.	4
4.	Employee's career management, a model of career development, role of employees, managers, and company in career management, challenges in career management: dealing with older workers.	4
5.	Introduction, characteristics, approaches and domains of learning, Principles of Learning, Loops of learning, Learning Process in training: David Kolb's experiential learning cycle, Key attributes and factors influencing the learning process during training. Learning organization: concept and need values of learning organization, manager's role in learning organization.	6

6.	Special issues in Training & Development program: Train the trainer, on line learning, outsourcing training, training for developing Creativity, Managing Change, Leadership development, Team Playing , Effective Communication, Managing Cultural Diversity, Time management, Ethical issues for training & Development Professionals, future trends that will affect training.	5
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* **Provision for presentations / assignments / case analysis in additional sessions**

** **1 Session = 60 Minutes**

Text Book:

- Noe, A. R. Employee Training & Development. Tata McGraw-Hill Education.

Reference Books:

- »» Deb, T. Training & Development- Concepts & Applications. Ane's Books India
- »» Krishnaveni, R. HRD- A Researcher's Perspective, Excel Book Publication.
- »» Lall, M., & Sharma, S. Personal Growth and Training and Development. Excel Book Publication.

FOCUS: This course focuses on Employability aligned with CO1, CO2 Outcome

Outcome:After completion of course, students will be able to:

- »» CO1: Outline the concept of HRD and nature of training and development
- »» CO2: Understand the methods of training needs assessment and training evaluation
- »» CO3: Define the concept of employee development and its approaches
- »» CO4: Summarize the role of employees, managers, and company in career management and a model of career development
- »» CO5: Explain the learning process in training and practices and values of learning organization
- »» CO6: Demonstrate the special issues and future trends in training and development

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO2
CO2	PO1/PSO1,PSO2

CO3	PO1/PSO2
CO4	PO1/PSO3
CO5	PO2/PSO1, PSO3
CO6	PO1/ PSO3, PSO4

MBAE0008: Conflict Management and Negotiation

Objectives:

- » To help the students in understanding the conflict dynamics in organizations,
- » To enable students to understand themselves and their reaction to conflict and to learn techniques to manage conflict in their personal and professional lives.
- » To develop their negotiation skills to handle conflicting situations in life more constructively.

Credits: 03

L-T-P-J: 3-0-0-0

Unit No.	Content	Teaching Hours
UNIT – I	Understanding conflict: Introduction and concept of conflict, features, types, functional and dysfunctional aspects of conflict, Perception of conflict: traditional, human relations and interaction's views of conflict, Sources of conflicts in organization and industry. Processes and Dynamics of conflict, levels of conflict, conflict Continuum, effect of conflicts on individual and group performance.	(6 Sessions)
UNIT –II	Conflict resolution: concept, methods: negotiation, mediation, community building, advocacy, diplomacy and counseling, managerial skills and competencies for effective conflict resolution.	(4 Sessions)
UNIT – III	Strategy and management of conflict: Strategies for interpersonal conflict resolutions, management of conflict, styles of conflict management -competing, accommodating	(5 Sessions)

	and avoiding, compromising and collaborating, self awareness for conflict management.	
MID-TERM EXAMINATION		
UNIT – IV	Managing Negotiation: Understanding negotiation, strategies and Tactics of negotiation, negotiation process, approaches to negotiation: the advocate’s approach, the “win-win” negotiators approach & the new creative approach, common negotiation mistakes, team negotiation, third party intervention.	(5 Sessions)
UNIT – V	Planning for negotiation: preparing a game plan, BATNA , Role of communication, emotions, perception and creativity in negotiation , Cross-cultural dimension of negotiation: The Hosted model for understanding cultural differences in business management, Understanding various Stakeholders & constituents involved in negotiation process, interest map study: interest and position, types of negotiators interest.	(6 Sessions)
UNIT – VI	Managing negotiation in following contexts: cross functional coordination, marketing relations-key strategies to manage customer’s mindset, international business, labor-management relations, business-social relations, Ethics and negotiation.	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Singh, B.D. Managing Conflicts and Negotiation. New Delhi: Excel book Publication, 2008.

Reference Books:

- Corvete, B. A. B. Conflict Management: A Practical Guide to Developing Negotiation Strategies. Pearson Education, 2009
- Steven, C. Negotiating Skills for Managers. Tata McGraw-Hill Publication, 2002.
- Hill trop Jean-M, Udall Sheila. The Essence of Negotiation. Prentice Hall of India Publication, 2002.
- Stephen, R. P. Organizational Behavior. Prentice Hall of India Publication. 2000.
- Luthans, F. Organizational Behavior. Tata McGraw-Hill Publication, 2005.
- Stephen, R. P., & Sanghi S. Organizational Behavior. Pearson Prentice Hall of India Publication, 2007.

FOCUS: This course focuses on Employability/Skill development aligned with CO2 Outcome

Outcome: After completion of course, the student will be able to:

- CO1: Understanding conflict and its dimensions
- CO2: Illustrating the strategies and competencies for effective conflict resolution
- CO3: Explaining the strategies for management of conflict
- CO4: Identifying the approaches to manage negotiation
- CO5: Summarize cross-cultural dimensions of negotiation
- CO6: Extending Negotiation in different contexts

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1/PSO1,PSO2
CO2	PO2/PSO1,PSO3
CO3	PO2/PSO1,PSO3
CO4	PO1/PSO1,PSO2
CO5	PO1/PSO3,PSO4
CO6	PO1/PSO3,PSO4

MBAO0003: International and Strategic Dimensions of Human Resource

Objectives:

- » Understand and apply the core aspects of human resource management in an international context.
- » Enhance the ability to think strategically and understand the essentials of business and organizations in order to manage change more effectively in the global business environment.
- » Frame solutions to complex business problems.
- » Improve skills of self-discipline, reflection, analysis, communication, and leadership.

Credits: 03

L-T-P-J: 3-0-0-0

Unit No.	Content	Teaching Hours
1.	Strategic HRM: An Introduction Defining SHRM, development of concept, strategy and strategic management, linking HR strategy with business strategy, need and importance of SHRM, foundations and theories of SHRM, the concept of competitive advantage & human resources as a source of sustainable competitive advantage, various dimensions of Strategic HRM,	5
2.	Strategic HRM implications Strategizing the HR Process: Recruitment and retention strategies: outsourcing recruitment, headhunting, assessment centers and work life balances. Reward and compensation strategies: skill based pay, broad banding, variable pay profit sharing and stock option plan, executive compensation. Training and developing strategies: cross-cultural training, multi skilling, succession planning, Creating a learning organization, performance management strategies.	5
3.	Human aspects of strategic implementation Organization culture, human side of mergers and acquisitions, organization power and politics, Managing ageing work force, developing HR strategies for older workers, the changing role of HR, future challenges of HR, Strategic HRM in India: Emerging Dimensions	5
4.	International HRM Introduction & Overview; Approaches to IHRM; Differences between Domestic & IHRM ,The emergence of International Human Resource Management (IHRM),cultural differences and HRM, Need for cultural training, Managing Human Resources in an International Business.	5

5.	International staffing policies International Recruitment policy, international selection criteria, factors influencing international recruitment and selection, international training and development, , international compensation and performance appraisal, Repatriation	5
6.	International labor relations and challenges International labor characteristics, labor relations, international labor organization, challenges of international organizational behavior, ethics in International HRM.	5

* **Provision for presentations / assignments / case analysis in additional sessions**

** **1 Session = 60 Minutes**

Text Books:

- » Dhar, R.L. Strategic Human resource management, excel book publication, new Delhi, 2008.
- » Peter J. Dowling, Denice E. Welch & Randall S. Schuler: International Human Resource Management. Managing People in a Multinational Context, South-Western College Publications, 3. ed, 1999.

Reference Books:

- » Sharma, A. & Khandekar, A., Strategic human resource management, Response books, New Delhi, 2010.
- » Rao, V.S.P. Human resource management, Excel books, New Delhi, 2010.
- » Mark Mendenhall & Gary Oddou: Readings and Cases in International Human Resource Management, South-Western College Publications, 3. ed, 1999.

FOCUS: This course focuses on Skill development aligned with CO2,CO3 Outcome

Outcome: After completion of course, Students will be able to:

- CO1: Understand the concept and theories of SHRM for gaining competitive advantage.
- CO2: Explore HRM strategies and its implications in business organisation.
- CO3: Identify the human aspects of strategic implementation.
- CO4: Outline the emergence and approaches of international HRM.
- CO5: Identify the international staffing policies.
- CO6: Understand international labor relations and its challenges.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO2
CO2	PO1/PSO2,PSO3
CO3	PO3/PSO2
CO4	PO4/PSO3
CO5	PO2/PSO1, PSO3
CO6	PO1/PSO4

MBAE0010: Business Analysis and Valuation

Objective:

- » To enable the students with key issues in financial analysis and business valuation
- » An understanding of the importance of various assumptions underlying the valuation models along with explanation of various business valuation techniques, with their pros and cons
- » To develop an understanding of the valuation approaches for various with the help of application of the concepts in real-life situations, with many examples.

Credits: 03

L-T-P-J: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Financial Statement: An Overview Balance Sheet, Profit and Loss Account, Economic versus Accounting Profit, Statement of Changes in Financial Position Financial Statement Analysis (I) Liquidity, Leverage and Profitability Analysis, Financial Ratios as Predictor of Failure, DuPont Analysis (Evaluation of a Firm's Earning Power)	(5 Sessions)
UNIT – II	Financial Statement Analysis (II) Comparative Statements Analysis, Trend Analysis, Intra-firm & Inter-firm Analysis, Analyzing Historical and Forecasting Future Performance	(4 Sessions)
UNIT – III	Business Valuation: Basics <ul style="list-style-type: none">• Concept of Value, Principles & Techniques of Valuation• Discounted Cash Flow Valuation: Steps, Assumptions, Applications, Value Drivers• Relative Valuation: Steps, Applications, Advantages & Disadvantages, Valuation Multiples• Value based Management	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Valuation of Assets and Liabilities (I) <ul style="list-style-type: none">• Valuation of Fixed Assets• Valuation of Inventories	(5 Sessions)
UNIT – V	Valuation of Assets and Liabilities (II) <ul style="list-style-type: none">• Valuation of Financial Investments and Marketable Securities• Valuation of Goodwill, Patents and Copyrights	(5 Sessions)
UNIT – VI	Valuation of Assets and Liabilities (III) <ul style="list-style-type: none">• Valuation of Brands• Valuation of Real Estate	(5 Sessions)

	• Valuation of Liabilities	
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- P. Chandra, “Corporate Valuation and Value Creation”: Tata McGraw Hill.

Reference Books:

- E. Nelling, “Business Valuation Demystified”: Tata McGraw Hill.
- R. Reilly and Jr., Robert Schweihs, “The Handbook of Business Valuation and Intellectual Property Analysis”: Tata McGraw Hill.

FOCUS: This course focuses on Employability aligned with CO1, CO2 Outcome

Outcome: After completion of course, the student will be able to:

- CO1: Calculate the Liquidity, Leverage and Profitability ratios, and DuPont equation for knowing the financial position and risk of a firm.
- CO2: Compare the performance of a firm using the Comparative Statements Analysis, Trend Analysis, Intra-firm & Inter-firm Analysis and Forecast the Future Performance.
- CO3: Calculate the value of a firm using the Discounted Cash Flow and Relative Valuation techniques and describe the concept of the Value based Management.
- CO4: Calculate the value of Fixed Assets and Inventories of a firm.
- CO5: Calculate the value of a firm’s Financial Investments, Marketable Securities, Goodwill, Patents and Copyrights.
- CO6: Determine the Value Brands, Real Estate and Liabilities.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1/ PSO1
CO2	PO2 / PSO1, PSO3
CO3	PO2 / PSO3
CO4	PO1 / PSO1

CO5	PO1 / PSO1
CO6	PO1 / PSO1

MBAE0061: Investment and Portfolio Management

Objectives:

- » To develop an understanding of the investment alternatives that exists in the investment markets
- » To develop ways of analysis of different securities.
- » To instill in them the ability to construct and analyze a portfolio of investments.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Introduction: The Investment Environment, Financial Markets, Investment Alternatives, Trading Procedure Investment Approaches, Structure of Securities Market, Participants in Security Market Regulatory Mechanism: SEBI and its Guidelines; Investor Protection	(4 Sessions)
UNIT –II	Risk, Return & Market Efficiency Risk: Meaning, Systematic vs. Unsystematic Risk, Measures of Risk – Standard Deviation, Variance, Coefficient of Variation, Beta, Value at Risk (VaR) Return: Meaning, Measures of Return – Total Return, Return Relative, Real Return, Cumulative Wealth Index, CAGR Market Efficiency: Market Efficiency, Forms, Testing for Market Efficiency	(4 Sessions)
UNIT – III	Technical Approach: Technical Analysis: Meaning, Assumptions, Tenets of Dow Theory & Elliott Wave Theory, Support & Resistance Types of Stock Charts: Line, Bar, Candle, Point & Figure, Heikin-Ashi, Kagi, Renko Candlestick Chart Patterns & Terminology Technical Indicators: Breadth & Sentiment Indicators Oscillators: Relative Strength Index, Stochastic, William %R, MACD, Bollinger Bands, Money Flow Index, ATR, ADX	(7 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Fundamental Approach: Economy, Industry and Company	(3 Sessions)

	Analysis, Bottom Up Approach, Top Down Approach, Sum of the Parts (SOTP) Method Valuation of Equity: Equity Valuation Models – Discounted Cash Flow Model, Two Stage Growth Model, H-Model Fixed Income Securities: Nature of Bonds, Bond Prices and Yields, Bond Theorem	
UNIT – V	Portfolio Theory & Equilibrium in Capital Markets: Portfolio Return & Risk, Efficient Frontier, Optimal Portfolio, Capital Asset Pricing Model, Single-Index and Multifactor Models, Arbitrage Pricing Theory	(7 Sessions)
UNIT – VI	Portfolio Management: Portfolio Management Process, Performance Evaluation of Existing Portfolio: Sharpe, Treynor, Jenson, Fama Measures, Sortino Measure	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Chandra, P. Investment Analysis & Portfolio Management. New Delhi: Tata McGraw-Hill Company Limited.

Reference Books:

- Bodie, Zvi, K., Alex, Marcus, Alan, J. & Pitabas, M., Investments. Tata McGraw-Hill Publishing Company Limited, New Delhi.
- Jones, C. P., Investment Analysis & Management. New York: John Wiley & Sons.
- Sharpe, W., Investments. New Delhi: Prentice Hall India, 2008.
- Fischer & Jordan, Security Analysis & Portfolio Management. New Delhi: Pearson Education.
- Ranganatham & Madhumati, Investment Analysis & Portfolio Management. New Delhi: Pearson Education.
- Kester, Ruback & Tufano, Case problems in Finance. New Delhi: Tata McGraw-Hill.

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO3 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding concepts of investment process, regulatory mechanism and SEBI guidelines for Investors Protection
- CO2: Explanation of mechanism of risk and return and assessment of efficiency of market and its implications for investors

- CO3: Acquaintance of mechanisms of Equity Valuation using fundamental and technical analysis
- CO4: Understanding of fixed income securities and term structure of interest rate and its application for investment in bonds
- CO5: Explanation of tenets of portfolio theories viz. Markowitz Model, Single Index Model, CAPM and APT and their implications for investment decisions
- CO6: Understanding evaluation mechanism of portfolio evaluation using Jensen, Sharpe, Treynor, & Fama.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/ PSO1, PSO3
CO2	PO2/PSO1,PSO3
CO3	PO2/ PSO1
CO4	PO1/ PSO2
CO5	PO2/ PSO3
CO6	PO2 / PSO3

MBAO 0004: Merger Acquisition and Corporate Restructuring

Objectives:

- » To develop an understanding of the motives and modes of M&A in contemporary business environment.
- » To enable the students to explore the valuation of M&A deals from finance perspective
- » To instil in them the ability to evaluate the benefits and costs of M&A deals.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Introduction Business Alliances: Various Forms of Business Alliances, Strategic Choice of Type of Business Alliance, Basic Concepts in M&A, Forces driving M&A Activities, Types of Merger, Motives behind Mergers, Theories of M&A, Operating, Financial and Managerial Synergy of Mergers, Merger Process, Legal Procedures, Major Challenges to success of Mergers, Due Diligence Corporate Restructuring: Reasons, Broad Areas, Techniques, Implications	(4 Sessions)
UNIT –II	Takeover Defences Defensive Operating Performance, Defensive Financial Techniques, Restructuring and Financial Engineering, Anti-takeover Charter Amendments, Other Board or Management Methods, Post Acquisition Bid Techniques	(4 Sessions)
UNIT – III	Valuation of M&A (I) Valuation Approaches, Discounted Cash Flow Valuation, Relative Valuation, Valuing Operating & Financial Synergy, Valuing Corporate Control, Share Exchange Ratio	(7 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Valuation of M&A (II) Pricing of M&A Deals, Estimating Merger Gains and Costs, Methods of Payment in Merger Transactions, Comparable Companies or Transactions Approach	(5 Sessions)
UNIT – V	Key Financial Management Issues in M&A Mergers as a Capital Budgeting Decision, Cost of Capital, Financing the Mergers and Takeovers, Tax Planning for M&A	(6 Sessions)

UNIT – VI	M&A Ethical and Legal Framework Ethical Issues of Merger and Take-over, Legal and Regulatory Framework of M & A, Provisions of Company's Act 1956, Indian Income Tax act 1961, SEBI Takeover Code, Provisions of Competition Act	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- B Rajesh Kumar. Mergers & Acquisitions: Text & Cases. McGraw Hill Education.
- Chandrashekar Krishna Murthy & Vishwanath S.R. Merger Acquisitions & Corporate Restructuring. Sage Publication.

Reference Books:

- K Ashwath Damodaran. Corporate Finance – Theory And Practice. John Wiley & Sons.
- Khan, M. Y., & Jain, P. K. Financial Management. New Delhi: Tata McGraw-Hill Publication.
- Sudi Sudarsanam. Value Creation from Mergers and Acquisitions. Pearson Education.

FOCUS: This course focuses on Employability aligned with CO3 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of basic concepts related to Merger Acquisition and Corporate Restructuring.
- CO2: Understanding the formulation of various strategies related to takeover defence.
- CO3: Understand various techniques of company valuation from merger and acquisition perspective.
- CO4: Application of valuation techniques for pricing merger deals and payment mechanism.
- CO5: Understanding of key financial issues of merger and acquisitions related to taxes and costs.
- CO6: Understanding of ethical and legal Framework of Merger and Acquisition.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/ PSO1
CO2	PO1 /PSO1
CO3	PO2 /PSO1, PSO3
CO4	PO2/PSO3
CO5	PO1 /PSO1
CO6	PO4/PSO1

MBAE 0011: Working Capital Management

Objectives :

- » To enable the students with key issues in working capital management
- » To develop skills for interpretation business information and application of financial theory in corporate investment decisions, with special emphasis on working capital management.
- » To develop an understanding of the working capital management approaches for various components with the help of application of the concepts in real-life situations.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Introduction to Working Capital Conceptual Framework, Operating Environment of Working Capital, Determination of Working Capital Requirement, Working Capital Policy - Aggressive & Defensive	(4 Sessions)
UNIT –II	Management of Receivables Receivables: Nature & cost of maintaining receivables, objectives of receivables management, policies for managing accounts receivables, determination of potential credit policy and its implications	(5 Sessions)
UNIT – III	Management of Cash and Marketable Securities Cash: Motives for holding cash, objectives of cash management, Cash Management Models Cash Management: basic strategies, techniques and processes, cash management practices in India Marketable Securities: Concept, types, choice of securities; management practices	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Management of Inventory Inventory: Need for monitoring & control of inventories, objectives of inventory management, risks and costs associated with inventories Inventory Management: Minimizing cost in inventory, Techniques of Inventory Management	(5 Sessions)
UNIT – V	Working Capital Financing Need and objectives of financing of working capital, cost-	(5 Sessions)

	benefit analysis of alternative strategies for financing working capital, Pattern and sources of Working Capital Financing in India, with reference to Government policies	
UNIT – VI	Working Capital Management: An Integrated View Liquidity vs. Profitability Trade-off, Payables Management, Short-term International Financial Transactions, Integrating Working Capital and Capital Investment Process	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Pandey, I. M., Financial Management. 9th Edition. New Delhi: Vikas Publishing House.
- Bhalla, V. K., Working Capital Management: Text and Cases. 13th Edition. Anmol Publication Pvt. Ltd.

Reference Books:

- Kishore, R. M. Financial Management. 6th Edition. New Delhi: Taxmann Publication.
- Khan, M. Y., & Jain, P. K. Financial Management. New Delhi: Tata McGraw-Hill Publication.
- Rangarajan, K., Rangarajan, K., & Misra, A. Working Capital Management. Excel Books India.
- Periasamy, P. Working Capital Management –Theory & Practice. Himalaya Publishing House.

FOCUS: This course focuses on Employability aligned with CO3 Outcome.

Outcomes:After completion of course, the student will be able to:

- CO1: Understanding of working capital management tenets in context of determination of working capital strategy with exposure to practical business challenges
- CO2: Application of receivable management techniques for determination of potential credit policy and its implications for achievement of business goals.

- CO3: Formulate cash management strategies by effectively implementing cash management models for effective and efficient management of cash in the organization.
- CO4: Application of inventory management techniques for effective and efficient management of inventories in the organization.
- CO5: Formulation of working capital financing strategies with special reference to government policies.
- CO6: Application of risk management strategies for corporate investment decisions with special emphasis on working capital management in global economic environment for enhanced profitability and better liquidity for economic success of the organization.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1 /PSO1,PSO2
CO2	PO1 / PSO1, PSO3
CO3	PO2/PSO1
CO4	PO2/PSO3
CO5	PO2/ PSO3
CO6	PO2 /PSO1, PSO3

MBAE0012: Financial Derivatives

Objectives:

- » To make the students aware about various financial derivatives available
- » To evaluate how these financial derivatives are used to minimize risk
- » To learn how to formulate option trading strategies and execute them
- » To learn when to use a particular financial derivative

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Derivatives: Definition and Origin of Derivatives Type of Derivative Contracts: Forwards, Futures, Options & Swap Participants in Derivative Market Economic Function of Derivative Market – Risk Management, Market Efficiency, Price Discovery Role of Derivatives in Hedging, Speculation & Arbitrage	(5 Sessions)
UNIT – II	Option Contracts: Option Terminology, Comparison between Futures and Options, Options Payoffs, Application of Payoffs Exotic Options: Asian, Bermudan, Compound, Binary, Barrier, Look back, Shout, Chooser	(5 Sessions)
UNIT – III	Pricing of Options: Variables affecting Price of Options, Binomial Model and Black-Scholes Model for Option Pricing Option Greeks: Delta, Gamma, Theta, Vega & Rho	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Option Trading Strategies: Long / Short Call, Long / Short Put, Covered Call / Put, Long / Short Strangle, Long / Short Straddle, Collar, Spread, Long / Short Call Butterfly, Long / Short Call Condor	(7 Sessions)
UNIT – V	Fundamentals of Futures: Difference between Forward & Futures, Futures Terminology, Margins, Daily Mark-to-Market and Final Settlement, Contango and Backwardation Payoff Matrix from Futures, Hedging with Futures	(5 Sessions)
UNIT – VI	Swaps: Interest Rate Swaps & Currency Swaps Credit Derivatives: Credit Risk & Rating, Collateralized Debt Obligations (CDO), Credit Default Swaps (CDS) Regulatory Framework of Derivative Markets	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Hull, J.C. Options, Futures and Other Derivatives. New Delhi: Prentice Hall of India Limited.

Reference Books:

- Gupta S. L. Financial Derivatives. New Delhi: Prentice Hall of India Limited.
- Johnson, P.M. Derivatives: A Manager's Guide to the World's Most Powerful Financial Instruments. USA: McGraw-Hill Professional.
- Kolb, R.W. & Overdahl, J.A. Financial Derivatives. New York: Wiley and Sons.
- Miller, M.H. Merton Miller on Derivatives, New York: Wiley and Sons.
- Somanathan. Derivatives: Markets, Valuation, and Risk Management, New Delhi: Tata McGraw-Hill.

FOCUS: This course focuses on Employability aligned with CO1, CO4 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding concepts of financial derivatives and its application in hedging, speculation and price discovery
- CO2 : Application of futures and option payoffs and understanding implications of exotic options
- CO3 : Acquaintance of mechanism of valuation of options using Binomial Model and Black and Scholes Model and implications of option greeks for derivative trading
- CO4 : Developing various option combination strategies with real time NIFTY data and understanding the timing of strategy and its payoff.
- CO5 : Understanding fundamentals of futures along with payoff of futures and hedging using futures.
- CO6 : Understanding working mechanism of Interest rate swaps, currency swaps and Credit derivatives along with the regulatory framework

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	Pos / PSOs
CO1	PO1 / PSO1
CO2	PO1, PO2 / PSO1, PSO3
CO3	PO2 / PSO1, PSO3
CO4	PO2 / PSO1, PSO3

CO5	PO1 / PSO1, PSO3
CO6	PO1 / PSO1

MBAO0005: Microfinance

Objectives:

- » To provide a thorough knowledge of the concept of microfinance and how microfinance institutions work, including the operational aspects of an SHG/ MFI.
- » To build up the financial literacy of the students aspiring careers in microfinance and SME sector.

Credits: 03

L-T-P-J: 3-0-0-0

UNIT – I	Perspectives of Microfinance: Microfinance, Need of Microfinance, Evolution and Character of Microfinance in India, Microfinance Product Portfolio, Key Principles of Microfinance Dilemmas in Contemporary Microfinance Functioning Microfinance as a Tool for Development; India, MDGs and Microfinance	(6 Sessions)
UNIT –II	Microfinance Delivery Methodologies: Self Help Group Model, Federated Self Help Group Model, Association Model, Community Banking Model, Grameen Bank Model, Cooperative / Mutually Aided Cooperative Model, Rotating Savings and Credit Association (ROSCA), Non Banking Finance Company (NBFC) Model (BASIX)	(5 Sessions)
UNIT – III	Emerging Microfinance Issues: Legal and Regulatory Framework, Emerging Issues Impact Assessments and Social Assessments of MFIs, Role of Ethics in Microfinance	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	SHG-Bank Linkage Programme: Overview, Evolution, Need, Models of Linkage between Banks and Self-Help Groups, Impact, Progress, Promotional Initiatives, Issues in SHG – Bank Linkage Programme, Challenges	(3 Sessions)
UNIT – V	Operational aspects of Micro Finance (I) Accounting and Financial Reporting, Financial Analysis, Revenue Model, Operating Costs and Efficiency, Products and Services, Risk Management, Credit Bureaus and Credit Scoring	(6 Sessions)
UNIT – VI	Operational aspects of Micro Finance (II) Basics of Banking, Priority Sector Norms of Lending, Commercial Banks as Micro lenders, The Technological Base: Payment Systems and Banking Software, Building the Market for Investing in Microfinance	(6 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		

Text Books:

- Indian Institute of Banking and Finance. “Micro-Finance: Perspectives and Operations”: Macmillan India Limited.
- Panda D. K. “Understanding Microfinance”: Wiley India Publication.

Reference Book:

- Rhyne, E. Edition I. “Microfinance for Bankers and Investors: Understanding the Opportunities and Challenges of the Market at the Bottom of the Pyramid”: Tata McGraw Hill Publication, New Delhi.

FOCUS: This course focuses on Employability aligned with CO1 Outcome.

Outcome: After completion of course, the student will be able to:

- CO1: Understand the concept and relevance of Micro finance and its contemporary functioning.
- CO2: Exploring the Micro finance delivery methodologies and models
- CO3: Understanding the emerging issues and impact assessments of Micro Finance Institutions.
- CO4: Illustrate the model of SHG-Bank linkage programme and its challenges.
- CO5: Understand the operational aspects of Micro Finance and its financial analysis with revenue model.
- CO6: Acquaintance of commercial banking norms and payment systems software

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

MBAE0062: Management of Financial Services and Institutions

Objective:

- » To give the students an insight into the principles, operational policies and practices of the prominent Financial Markets and Institutions, their structure and functioning in the changing economic scenario, and to make critical appraisal of the working of the specific financial institutions of India.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Management of Commercial Banking Institutions (I): Banking industry in India and its constituents, RBI – introduction & major functions, commercial banks in the Emerging Environment of Privatization and Globalization, Internet banking and mobile banking.	(5 Sessions)
UNIT – II	Management of Commercial Banking Institutions (II): Management of deposits of commercial banks, management of loans in commercial banks, Asset liability management, Management of NPAs, Interest rate structure	(5 Sessions)
UNIT – III	Management of Financial Services: Mutual Fund – origin and growth of mutual fund, Constituents and management of Mutual Fund – sponsors, trustees, AMCs and custodian, Type of mutual fund schemes, benefits of mutual fund as an investment option.	(5 Sessions)
MID-TERM EXAMINATION		

COs	POs/PSOs
CO1	PO1/ PSO1
CO2	PO1/PSO1, PSO2
CO3	PO1 / PSO1, PSO2
CO4	PO1 /PSO1, PSO2
CO5	PO1 /PSO1, PSO4
CO6	PO1/ PSO1, PSO4

UNIT – IV	Management of development Financial Institutions: Meaning and importance of development financial institutions. IDBI, ICICI, IFCI, NABARD and SFCs – introduction and major objectives. Microfinance: Need, Evolution, Initiatives, Challenges, SHG –	(5 Sessions)
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	Bank Linkage Programme, Financial Inclusion Micro Finance Institutions – concept and services.	
UNIT – V	Merchant Banking and Venture Capital: Merchant banking – origin and development of merchant banking in India. Importance of merchant bankers, guidelines of SEBI towards merchant banking. Venture Capital – concept and importance of venture capital, venture capital in India, guidelines for venture capital.	(6 Sessions)
UNIT – VI	Management of NBFCs : Non Banking Financial Institutions – Activities and Role of NBFC; Regulatory Framework of NBFC; Recent Development. Leasing & Hire Purchase – concept of lease & hire purchase, lease vs. hire purchase, benefits to lesser and lessee.	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Frank J. Fabozzi, F. Modigliani, Foundation of Financial Markets & Institutions (Third Edition), Pearson Education.
- Meir Kohn, Financial Institutions & Markets, TATA McGraw Hill.
- M Y Khan. Indian Financial System (Fourth Edition), TATA McGraw Hill.

Reference Books:

- Bharti V Pathak. Indian Financial System. Pearson Publication.

FOCUS: This course focuses on Employability aligned with CO1 Outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding basic banking functions, RBI and role in the economy. Internet and mobile banking.
- CO2: Acquaintance of management of deposits and loans, ALM and management of NPA.
- CO3: Defining the development of financial institutions. Micro finance and its services.
- CO4: Defining the development of financial institutions. Micro finance and its services.

- CO5: Evaluating the sources of finance merchant banking and venture capital.
- CO6: Understanding the role of NBFC, its types and concept of leasing and hire purchase.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/ PSO1
CO2	PO2 / PSO2
CO3	PO1 /PSO1, PSO4
CO4	PO1 /PSO2, PSO3
CO5	PO1/PSO1
CO6	PO1 /PSO4

MBAE 0013: Tax Planning

Objectives :

- » To provide students a comprehensive overview of the taxation system, procedures, structures and their implications in terms of tax planning for individuals as well as corporate
- » To develop analytical skills of students to acquaintance of the practical functioning of taxation in corporate spectrum by extending the maximum practical exposure to students

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Introduction to Taxation Basics Introduction to Basic Tax Concepts, Evolution of Taxation System, Tax Planning, Tax Avoidance, and Tax Evasion, Residential Status of Assesse and its impact on Tax Liability	(4 Sessions)
UNIT –II	Taxation for Individual (I) Income from Salary: Allowances, Perquisites, Retirement Benefits, Income from House Property: Computation of GAV, NAV, Deductions u/s 24, Income from Business or Profession: Allowed Deductions, Disallowed Expenditures, Depreciation	(5 Sessions)

UNIT – III	Taxation for Individual (II) Income from Capital Gains: Computation of Short Term & Long Term Capital Gains, Deductions u/s 54 Income from Other Sources: Scope and Deductions	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Corporate Taxation: Minimum Alternate Tax, Tax on Distributed Profits, Tax Rates Computation of Tax Liability: Deductions from Gross Total Income, Computation of Tax Liability, Marginal Relief, Deduction u/s 87	(5 Sessions)
UNIT – V	Taxation Procedure: Permanent Account Number, Clubbing of Income, Set off and Carry forward of Losses, Advance Payment of Tax Filing of Return, e-filing of return, Assessment, Appeals, Revision and Rectification, TDS Rates and Rules	(7 Sessions)
UNIT – VI	An Overview of Goods and Service Tax: Introduction, Brief comparison with previous taxation structure, GST: Scope, Functioning & Procedural Norms	(3 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- » Singhania, V. K. & Singhania, M. Corporate Tax Planning and Business Tax Procedures. Taxmann Publication, New Delhi.

Reference Book:

- » Bhatia, H. L. Public Finance. Vikas Publishing House.
- » Mehrotra, H. C. Corporate Tax Planning. Sahitya Bhawan Publication.

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO1 Outcome.

Outcomes: After completion of course, the student will be able to:

- » CO1 : Understanding concepts of tax planning, tax avoidance and tax evasion along with computation of residential status of assessee and its impact on tax liability
- » CO2 : Acquaintance of provisions related to income from salary, house property, and business and profession
- » CO3 : Acquaintance of provisions related to computation of taxable income of capital gains and other sources

- » CO4 : Understanding procedure of tax liabilities of individual and companies along with procedures of minimum alternate tax- and tax-deductible deductions
- » CO5 : Understanding procedures of taxation related to clubbing of income, set off and carry forward of losses and filing of return
- » CO6 : Explanation of basic understanding related to Goods and Service Tax along with functioning and procedural norms

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1 / PSO1
CO2	PO2 / PSO1
CO3	PO2 / PSO1
CO4	PO2 / PSO1, PSO3
CO5	PO1 / PSO1, PSO3
CO6	PO1 / PSO1, PSO3

MBAE 0014: International Financial Management

Objectives:

- » To make the students understand financial management in global context.
- » To explain the foreign exchange market-major players, basic concepts, international monetary system and contemporary practices.
- » To develop an insight into the meaning and increasing role of derivatives in the international financial market and help students to make the short term and long term financial decisions in the global market.

Credits: 3 L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	<p>International Enterprise & Multinational Financial Management: The rise of Multinational Corporation, The Internationalization of Business and Finance, The Scope of International Finance, Distinguishing Features of International Finance</p> <p>International Monetary System: The Gold Standard, The Inter-war Years, The Bretton Woods System, The Smithsonian Agreement, The Flexible</p>	(4 Sessions)

	Exchange Rate Regime, Alternate Exchange Rate Systems	
UNIT –II	The Foreign Exchange Market: Foreign Exchange Market and its Functions, Foreign Exchange Rates, Arbitrage, The Spot Market, Cross Rates of Exchange, Bid - Ask Spreads, The Forward Market, Interest Arbitrage Theories of Foreign Exchange Rate Movement: Purchasing Power Parity, International Fisher Effect, Interest Rate Parity	(4 Sessions)
UNIT – III	Management of Foreign Exchange Risk: Foreign Exchange Risk, Management of Translation, Transaction, and Economic Exposures Country Risk Analysis: Measuring Political Risk, Economic and Political Factors underlying Country Risk, Country Risk Analysis in International Banking	(7 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Financial Management of the Multinational Firm: Cost of Capital and Capital Structure of the Multinational Firm, Multinational Capital Budgeting – Application and Interpretation, Multinational Cash Management, International Taxation	(6 Sessions)
UNIT –V	Foreign Investment Analysis: International Portfolio Investment, Optimal International Asset Allocation, Measuring Total Return from Portfolio Investing, The International Capital Asset Pricing Model Corporate Strategy and Foreign Direct Investment.	(4 Sessions)
UNIT – VI	Balance of Payments: The International Flow of Goods, Services and Capital; Balance of Payments Accounting, Balance of Payment Statements, Coping with the Current Account Deficit. Eurocurrency Market: Domestic Issues vs. Euro Issues, International Bonds Market, External Commercial Borrowings, Euro Debt, Foreign Currency Convertible Bonds	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Apte, P.G.” International Financial Management”: Tata McGraw-Hill Company Limited, New Delhi.

Reference Books:

- K Ashwath Damodaran. “Corporate Finance – Theory and Practice”: John Wiley & Sons.
- Eun C.S. & Resnick, B.G.” International Financial Management”: McGraw-Hill, USA.
- Stonehill, A.I., Michael, H. & Moffet,” International Financial Management”, United Nations Library on Transnational Corporations.
- Madura, J.” International Financial Management”: Cengage Learning, USA.
- Sharan, V. “International Financial Management”: PHI Learning Pvt. Ltd, New Delhi.
- Siddaiah, T. “International Financial Management”: Pearson Education India, Noida.
- Kevin. “Fundamentals of International Financial Management”: PHI Learning Pvt. Ltd, New Delhi.
- Srinivasan, S.P. “International Financial Management”: Dreamtech Press, Delhi.

FOCUS: This course focuses on Employability aligned with CO1, CO2Outcome

Outcomes:After completion of course, the student will be able to:

- CO1: Understanding the evolution & significance of international finance & monetary system
- CO2: Developing an insight into the contemporary practices of foreign exchange market & different types of quotations.
- CO3: Illustrating & outlining the key factors of risk analysis at global context.
- CO4: Developing critical thinking about management of budget, cash & tax for operations at international level.
- CO5: Understanding various financial decisions in the global market
- CO6: Comparing international financial market to domestic financial market & to know about economy & international finance.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO2

CO2	PO2 / PSO1, PSO2
CO3	PO2 /PSO1, PSO2
CO4	PO2 /PSO1, PSO2
CO5	PO1 /PSO1, PSO2
CO6	PO1 / PSO1, PSO2

MBAE0015: Risk and Insurance Management

Objectives:

- » To develop an understanding of risk management framework of a company.
- » To enable the students to explore the various techniques and methods for risk mitigation
- » To instill in them the ability to explore various dimensions of insurance as a risk management tool.

Credits: 03L-T-P-J: 3-0-0-0

UNIT – I	An Overview of Risk and Risk Assessment: Risk and Uncertainty, Risk Management, Rationale for Risk Management in Organizations. Types of Risk: Strategic risk and operational risk, Business risk, Financial Risk, Information Risk, Liquidity risk. Sources of Risk and evaluation of risk, Role of risk manager and risk committee in identifying risk. Risk Assessment & Management	(5 Sessions)
UNIT –II	Risk Measurement Methods Risk management techniques,Risk Control, Risk Management Decision Methods: Pooling Arrangements and Diversification of Risk, Risk model: Corporate Risk Management and Shareholder Wealth, Value at Risk (VAR) Historical Simulation, , Probability analysis, Certainty Equivalent approach Standard deviation, Coefficient of variation, Monte Carlo Simulation, Stress Testing and Back Testing.	(5 Sessions)
UNIT – III	Risk Management Framework: Enterprise Risk Management concept and techniques, Risk associated with corporate governance, operational risk management. Hedging Risk with Derivative Contracts: Options, Futures,	(5Sessions)

	Forwards, Swaps.	
MID-TERM EXAMINATION		
UNIT – IV	Insurance Contracts: An Introduction to the Insurance Industry, Pricing of Insurance, Insurance Regulation and Financial Assessment, Legal Aspects of Insurance Contracts, Insurability of Risk, Contractual Provisions, and Legal Doctrines, Insurance Contract Analysis, Risk Pooling and Insurance including Review of Probability Concepts.	(5 Sessions)
UNIT – V	Life Insurance: Life Insurance: Principles of Life Insurance, Financial Planning and Insurance, Life Insurance Products, Pensions and Annuities, Risk Assessment & Underwriting, Premium Setting, Product Development, Design and Evaluation, Reinsurance, Claims Management, Legal Framework	(5Sessions)
UNIT – VI	General Insurance: General Insurance: Principles of General Insurance, General Insurance Products (Fire, Motor & Health), Commercial Insurance: Transport, Marine, Catastrophe, Liability, Product Design, Development and evaluation	(5Sessions)
* sessions	Provision for presentations / assignments / case analysis in additional	
**	1 Session = 60 Minutes	

Text Books:

- Scott Harrington, Gregory Niehaus. Risk Management & Insurance. Tata McGraw-Hill Publications.
- Rejda. Principles of Risk Mgmt. & Insurance. Pearson Education
- Dorfman, Marks S., Introduction to Risk Management & Insurance, Pearson

Reference Books:

- C. Arthur Williams, Jr., Peter Young, Michael Smith. Risk Management & Insurance. Tata McGraw-Hill Publications.
- Manish Bansal, Navneet Bansal. Derivatives & Financial Innovations. Tata McGraw-Hill Publications.
- John C. Hull. Options Futures & Other Derivatives. Pearson Education
- Vohra, N.D. and Bagri, B.R. Options & Futures. Tata McGraw-Hill Publications.
- Dubofsky & Miller. Derivatives- Valuation & Risk Management. Oxford University Press.

- Shulz – Thomson. Risk Management & Derivative. Cengage Learning.

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO2 Outcome

Outcomes: After the completion of course, the students will be able to:

- CO1: In-depth understanding of the risk management and assessment
- CO2: Relate risk management practices and corporate risk management
- CO3: Build creativity for continuous development of better frameworks to handle organizational risks.
- CO4: Understanding the concept insurance market, its environment, underlying forces and current developments
- CO5: Demonstrate knowledge of common life insurance products and the industry operations
- CO6: Make use of general insurance schemes and life insurance policies

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1 /PSO1
CO2	PO2 / PSO1, PSO3
CO3	PO2 / PSO1, PSO3
CO4	PO1 / PSO1
CO5	PO1/ PSO1
CO6	PO1 / PSO1

MBAE0063: Wealth Management and Personal Financial Planning

Objectives:

- » To enable understanding of role and relevance of wealth management.
- » To enable scholars to use these techniques optimizing the profitability and attaining the financial objectives of Individuals.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT I	Financial Planning& Wealth Management: Financial Planning: Financial Planning Process, Need for Financial Advisory Services, Scope of Financial Advisory Services Wealth Management: Financial Planning to Wealth Management, Life Cycle, Wealth Cycle Investment Products and Services: Venture Capital, Private Equity Funds, Hedge Funds, Portfolio Management Services	(5 Sessions)
UNIT II	Personal Financial Planning: Financial Plan: Goal-based Financial Plan, Comprehensive Financial Plan, Contingency Planning Estimating Financial Goals, Concept of Compounding Systematic Approach in Investing: Systematic Investment Plan, Systematic Withdrawal Plan, Systematic Transfer Plan Operational Aspects of Financial Transactions: PAN & KYC Process, e-KYC, Power of Attorney, Online Investments	(5Sessions)
UNIT III	Debt Counselling: Computation of EMI, Loan Amortization Schedule, Tax and Time Value of Money Implications on Loan Evaluation Risk Profiling & Asset Allocation: Risk Profiling of Investors, Managing Investment Risk, Measuring Investment Returns (Tax Adjusted and Risk Adjusted Returns) Asset Allocation: Strategic and Tactical Asset Allocation, Fixed Asset Allocation with Annual Re-balancing, Flexible Asset Allocation	(5 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Insurance Planning: Need for Insurance, Requirements of an Insurable risk, Role of Insurance in Personal Finance, Steps in Insurance Planning, Insurance Products, Life Insurance Need Analysis Retirement Planning: Introduction to Retirement Planning Process, Estimating Retirement Corpus, Determining the Retirement Corpus, Investment Planning to meet Retirement Goals, Retirement Products	(6 Sessions)

UNIT V	Tax & Estate Planning: Tax Planning: Understanding Income Tax Principles, Tax Aspects of Investment Products, Advance Tax, Filing of Return Estate Planning: Background, Assets & Liabilities, Nomination, Inheritance Law, Will, Trust	(6 Sessions)
UNIT VI	Regulatory and Compliance Aspects: SEBI (Investment Advisers) Regulations, Ethical Issues in providing financial advice, Redressal in Capital Market, Redressal in Banking, Regulations relating to Insurance, Pension Funds, Alternate Investment Schemes, Investment Grievance Redressal Mechanism	(3 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Gitman & et al. Personal Financial Planning, South-Western College Pub.
- Keown, Arthur J. Personal Finance. Pearson Education.

Reference Books:

- NISM. Investment Adviser Level - 1 (NISM Series X-A)
- NISM. Investment Adviser Level - 2 (NISM Series X-B)

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO1 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of personal financial planning and wealth management tenets in context of Investment Planning of individuals with exposure to real life problems
- CO2 : Application of operational aspects of financial transactions in context of financial planning
- CO3 : Determine the ideal scheduling of Loans and optimum asset allocation mix for individual financial planning
- CO4 : Acquaintance of selection mechanism of suitable insurance plans for individuals and assessment of requisite retirement corpus and corresponding plan to achieve the targets
- CO5 : Application of Tax Planning to minimize tax liabilities following all legitimate and practical methods

- CO6 : Understanding of Regulatory and Compliance Aspects applicable on Capital Market and Securities Market along with the exposure to Investment Grievance Redressal Mechanism

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1 / PSO1
CO2	PO1 / PSO1, PSO2
CO3	PO2 / PSO1, PSO2
CO4	PO2 / PSO1, PSO2
CO5	PO2 / PSO1, PSO2
CO6	PO4 / PSO3

MBAE 0016: Global Business Environment

Objectives:

- » To explain the social, political and economic context of business.
- » To understand cross cultural management and different forms of business organization
- » To analyze emerging market multinationals
- » To understand liberalization and economic nationalism.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Introduction to International Business Environment: Social, cultural and technological environment - Understanding the role of culture – communicating across cultures – cross cultural negotiations and decision making. Political Environment foreign legal environment, Foreign Corrupt Practices Act; Demographic Environment – Segmentation of the International Market.	(5 Sessions)
UNIT –II	International Economic Environment: International Monetary System and Foreign Exchange Marketing: The Pre-Bretton Wood’s period, breakdown of Bretton Wood system and emergence of EMS, ECU and EURO.	(5 Sessions)
UNIT – III	International Investment: Types and significance of foreign investments– factors affecting international investment – growth and dispersion of FDI – cross border mergers and acquisitions – foreign investment in India – The New Policy – EURO/ADR issues – M & A – Indian companies going global.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Multi National Corporation: Definition and Meaning – Importance and dominance of MNCs – Code of conduct – MNCs in India Country Risk Analysis: Country Risk Analysis; Classification of Risk Involved- Political Risk, Socio-cultural Risk, Economic Risk; Managing risk.	(5 Sessions)
UNIT – V	Global competitiveness –indicators of competitiveness - competitive advantage of nations – Technology and Global competitiveness; International Operations – Global supply chain management – global manufacturing strategies – factors affecting international HRM and staffing policy – International negotiations –international asset protection – Protection of IPRs.	(5 Sessions)
UNIT – VI	Role of RTAs in new market creation- BRICS: creation, economic and political factors contributing to creation of BRICS.	(5 Sessions)

	Indian Ocean Rim Association (IOR)- India's role in promoting IOR, Basic purpose of creation. BIMSTEC (Bay of Bengal Initiative for Multi-sectoral Technical and Economic cooperation) Business Growth perspectives and present scenario. India's contribution in its development.	
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- Daniel, J.D. International Business Environment and Operations. 10th Edition. New Delhi: Pearson Education, 2004.

Reference Books:

- Gerald, M. International Environment of Business. New Delhi: Oxford Press, 2004.
- Aswatthapa, K. International Business. 3rd Edition. New Delhi: Tata McGraw Hill, 2008.

FOCUS: This course focuses on Employability aligned with CO4 Outcome

Outcomes:After completion of course, the student will be able to:

- CO1: Understanding of introduction to global business environment.
- CO2: Understanding of international monetary system and forex market.
- CO3: Acquaintance of types and significance of foreign investments.
- CO4: Understanding of various aspects of MNCs and country risk analysis.
- CO5: Understanding of factors of global competitiveness.
- CO6: Understanding of regional trading agreements.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO2/PSO1
CO2	PO2/PSO2
CO3	PO1/PSO2
CO4	PO1/PSO1
CO5	PO2/PSO2
CO6	PO1/PSO2

MBAE 0064: International Trade

Objectives:

- » To explain the importance of international trade.
- » To understand the implications of international trade theories in modern era.
- » To understand the functioning of balance of payment.
- » To conceptualize the idea behind administered protection and economic integration.
- » To explain the dimensions of trade promotion measures.
- » To create awareness about the various bodies working on the international level for the promotion of international trade.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	INTRODUCTION TO INTERNATIONAL TRADE International Trade: Concept and Definition, Growing importance of trade in world economy, differences between domestic and international trade; Gains from trade; trade equilibrium and determination of terms of trade; Government role in foreign trade.	(4 Sessions)
UNIT –II	TRADE THEORIES AND BALANCE OF PAYMENTS Classical Trade Theories: Absolute advantage theory, Comparative advantage theory, Factor Proportion theory International Trade Theories: Human capital approach theory, Natural resource theory, Identical preferences theory, Strategic trade theory, International product life cycle theory Balance of Payment: Meaning, Balance of trade and balance of payment, structure of balance of payment; equilibrium, disequilibrium and adjustments; Different approaches to adjustment.	(7 Sessions)
UNIT – III	ADMINISTERED PROTECTION AND INTERNATIONAL ECONOMIC INTEGRATION Trade Barriers: Free trade versus protection; tariff classification; economic effects of tariff; tariff retaliation; export subsidies, countervailing duties and anti-dumping duties, quota and other non-tariff measures	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	International economic integration – forms and levels; trade creating and trade diverting effects of a custom union; repercussions of regional economic groupings on the strategy of international marketers.	(4 Sessions)
UNIT – V	TRADE PROMOTION MEASURES Export assistance and promotion measures; Duty exemption schemes; Tax concessions; Marketing assistance; Role of export houses, trading houses and state trading organizations;	(6 Sessions)

	SEZs; import substitution; logic of state trading and canalized trade; trade fairs and exhibitions.	
UNIT – VI	INTERNATIONAL ECONOMIC ORGANISATIONS World Trade Organisation (WTO); International Monetary Fund (IMF); International Bank for Reconstruction and Development (IBRD); Organisation of Petroleum Exporting Countries (OPEC) ; United Nations Conference on Trade and Development (UNCTAD) ; North American Free Trade Area (NAFTA); South Asian Association for Regional Cooperation (SAARC).	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Hill, C.W. International Business. 5th Edition. New Delhi: Tata McGraw Hill, 2014.
- Heller, H.R. International Trade. New Delhi: Prentice Hall of India, 2009.

Reference Books:

- Aswatthapa, K. International Business. 3rd Edition. New Delhi: Tata McGraw Hill, 2008.
- Paul, J. International Business. New Delhi: Prentice Hall of India, 2005.

FOCUS: This course focuses on Employability aligned with CO1, CO2 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Conceptualizing international & domestic trade along with the gain from trade and government role in the foreign trade
- CO2: Have the knowledge of various international trade theories and Balance of payment with different approaches to adjustment in BOP.
- CO3: Understanding of trade protectionism tools including the countervailing duties and anti-dumping.
- CO4: Understanding of trade integration between different countries and repercussions of regional economic integration.
- CO5: Identifying trade promotion measures with marketing assistance from the state trade organizations.
- CO6: Have knowledge of objectives and functions of the international economic organization.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO2/PSO1
CO2	PO2/PSO2
CO3	PO2/PSO2
CO4	PO2/PSO1
CO5	PO2/PSO2
CO6	PO4/PSO2

MBAO0006: International Treaties and Conventions

Objectives:

- » To prepare for a career in “International Business”
- » To expose the students about international treaties and conventions.
- » Have a understanding of international business environment.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	The making of treaties Entangled treaty and custom, Methods of expressing consent to be bound, Unilateral statements, Non-binding agreements, “Object and purpose” of a treaty, International Treaties: Features and Importance The Vienna Convention on the Law of Treaties	(4 Sessions)
UNIT –II	The observance, interpretation, and application of treaties Internal law, Interpretation, Rights and obligations of third states, Invalidity and violation of treaties Generally, Error, fraud, corruption and coercion, <i>Ultra vires</i> treaties, Breach, War between the contracting parties ,Termination by consent, State succession “German Court: No Airline Shoot downs,”	(6 Sessions)
UNIT – III	General principles, equity, judicial decisions, and highly qualified publicists The broad expanse of general principles, Considerations of equity and humanity, Judicial decisions ,International law scholars, Declarations and resolutions of international organizations Limits of Law, Prerogatives of Power	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Conflicts between statutes and treaties General principles, The last-in-time doctrine “The Legality of Using Force,” Constitutional limits on treaties Federalism and other constitutional prohibitions, Self-executing and non-self-executing treaties, Limitations concerning subject matter, Interpretation and amendment, “Texas Executes Mexican Despite Objection,”	(5 Sessions)
UNIT – V	The constitutional power to terminate treaties	(5 Sessions)

	General principles ,The ABM Treaty <i>Goldwater v. Carter,</i> Statehood and recognition What is a state, Termination of recognition, Criteria, necessity and effect of recognition “The World Courts Non-Opinion,”	
UNIT – VI	International Treaties and Conventions on Intellectual Property a) The Paris Convention for the Protection of Industrial Property b) The Berne Convention for the Protection of Literary and Artistic Works Implementation of international law in India: role of judiciary	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Vienna Convention on the Law of Treaties (VCLT).
- Harris, Cases and Materials on International Law

Reference Books:

- Aust, Modern Treaty Law and Practice
- Jennings and Watts, Oppenheim's International Law, Volume 1, Parts 2-4, Ch.14
- Sinclair, The Vienna Convention on the Law of Treaties
- Reuter, Introduction to the Law of Treaties
- Rosenne, Developments in the Law of Treaties
-

FOCUS: This course focuses on Employability aligned with CO6 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of the making of treaties.
- CO2: Understanding of the observance, interpretations and application of treaties.
- CO3: Acquaintance of the General principles, equity, judicial decisions, and highly qualified publicists.
- CO4: Understanding of the statutes and treaties.
- CO5: Acquaintance of constitutional power to terminate treaties.
- CO6: Understanding of international treaties and conventions on intellectual property.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1
CO2	PO2/PSO2
CO3	PO1/PSO2
CO4	PO1/PSO1
CO5	PO2/PSO2
CO6	PO2/PSO2

MBAE 0017: Global Strategic Management

Objectives:

- » To appreciate the major concerns and strategies of international businesses.
- » To understand and reorient the process of strategic management in International context.
- » To clarify issues which are of paramount importance for competitiveness in International business operations

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Introduction to Global Strategic Management: benefits and risks of single country strategy, dimensions of global strategy, motives and reasons for internationalization of firms, basic components of global strategy, drivers for global strategic perspectives, competing pressures for Cost Reductions & Local Responsiveness, value creation in business	(5 Sessions)
UNIT –II	Strategic Planning for international business: International strategic management process; Approaches in formulating and implementing strategy; developing a strategic planning model for MNCs; Global strategy framework, Sources of competitive advantage of global companies	(4 Sessions)
UNIT – III	Competitive Strategies for International Business: Strategic roles of subsidiaries – types of subsidiary level strategies, and roles of corporate parent; Entry Decisions for International Business; Timing of Entry, Mode of entry in Foreign Market-advantages and disadvantages and, risks vs control,	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Strategic Alliances: Motives for strategic global alliances; strategic value of an alliance; partner analysis; Selection & Structure of Strategic Alliance; criteria for successful alliances;, Advantages of Strategic Alliances, Disadvantages of Strategic Alliances.	(5 Sessions)
UNIT – V	International strategies-Implementation: selection of foreign market, implementation through structure culture and leadership, global strategy structure relationship	(5 Sessions)
UNIT – VI	International strategies-Control : Control Systems and Incentives-Type of Control Systems, Incentive Systems for control; Role of legal structure in controlling; designing an effective monitoring and control system, ethical management in MNCs	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Deresky, H. International Management- Managing across borders and cultures. New Delhi: PHI, 2007.
- Lasserre, P. Global Strategic Management. Hampshire: Palgrave MacMillan, 2007.

Reference Books:

- Aswatthapa, K. International Business. 3rd Edition. New Delhi: Tata McGraw Hill, 2008.
- Sanyali, R. N. International Management- A Strategic Perspective. New Delhi: Prentice Hall of India, 2005.

FOCUS: This course focuses on Skill development aligned with CO3 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of introduction to global strategic management.
- CO2: Understanding of international planning for international business.
- CO3: Understanding of various competitive strategies for international business.
- CO4: Understanding of motives for strategic global alliances.
- CO5: Understanding of implementation of international strategies.
- CO6: Understanding of control part of international strategies.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO2/PSO1
CO2	PO2/PSO2
CO3	PO1/PSO2
CO4	PO1/PSO1
CO5	PO2/PSO2
CO6	PO1/PSO2

MBAE 0065: Export- Import Procedures and Documentation

Objectives:

- » The main objectives of this learning unit are to learn about different types of documents used in international trade (import and export), which documents are usually required by customs, the requirements for various documents and how to fill in these documents correctly.
- » Analyzing the various classifications and requirements of export documents.
- » Learning what functions export documents perform.
- » Learning the different types of documents of origin that evidence the origin of goods.
- » Analyzing the various commercial and administrative documents.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Export Management- An Overview: <ul style="list-style-type: none">• Introduction to Export management• Definition of Export, needs and benefits arising from Export• Importance of Exports to India• Selecting of export market and product for export.• Direction of Exports from India• Trend in India's Export.• Types of exporters• Impact of GST on exports in India	(6 Sessions)
UNIT –II	Institutional Infrastructure for Export promotion: <ul style="list-style-type: none">• Institutions for financing exports- EXIM Bank. ECGC.• Commodity Boards. Export Promotion Councils.• IIFT, Federation of Indian Export Organisation.• Indian Council of Arbitration. Export Development Authority.• Agricultural and Processed Foods Export Development Authority• SIDBI	(4 Sessions)
UNIT – III	Export Procedures <ul style="list-style-type: none">• Introduction , Stages in Export Procedure• Excise clearance procedure• Role of custom House Agents• Shipping and custom formalities• Marine Insurance	(5 Sessions)

	<ul style="list-style-type: none"> • Negotiation of Export Documents • Realization of export proceeds • ISO 9000 certification 	
MID-TERM EXAMINATION		
UNIT – IV	Export Documentation : <ul style="list-style-type: none"> • Aligned Documentation System :- Main Commercial Documents and Regulatory Documents • Instruments of payment • Incoterms 	(5 Sessions)
UNIT – V	Export Finance : <ul style="list-style-type: none"> • Pre-shipment Finance and Post-shipment Finance • Special Financial Facilities • Export Pricing, Mechanism of Price Fixation 	(5 Sessions)
UNIT – V	Import Management in a Developing Economy: <ul style="list-style-type: none"> • Import procurement, methods, and Import financing • Purchase contract, Import Canalization, • Import under counter-trade, • Monitoring and follow up of import contracts. 	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Khurana, P.K. Export Management. New Delhi: Galgotia Publications, 2010.

Reference Books:

- Balagopal, T.A.S. Export Management. New Delhi: Himalaya Publications, 2010.
- Cherunilam, F. International Trade and Export Management. New Delhi: Himalaya Publications, 2010.
- Paul, J. Export-Import Management. New Delhi: Oxford Press, 2010.

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO1, CO4 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of introduction to exports management and direction and composition of foreign trade of India.
- CO2: Understanding of the role of institutional infrastructure for export promotions.
- CO3: Acquaintance of export procedures from Indian perspective.
- CO4: Understanding of regulatory and commercial export documents requirement.

- CO5: Acquaintance of export finance mechanism prevailed in India.
- CO6: Understanding of import management in a developing economy.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO2/PSO1
CO2	PO2/PSO2
CO3	PO1/PSO2
CO4	PO1/PSO1
CO5	PO2/PSO2
CO6	PO2/PSO2

MBAE 0018: International Logistics

Objectives:

- » Exploring the new approaches for coordinating and working with suppliers and strategic partners in the company's global supply chain,
- » Aligning the different players throughout the supply chain to develop successful collaboration relationships,
- » Understanding the scope of the procurement function including purchasing, supplier selection, evaluation and management, and supply chain coordination.
- » Exploring the role of logistics operators and 3PLs in the business and supply chain management.
- » Understanding the financial evaluation and supply chain metrics for management of the overall supply chain.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Introduction to International Logistics Concepts and Logistics evolution, objectives and scope of logistics, Elements and importance of logistics, Relevance of logistics in international management, Concept of International supply chain and logistics, forms of Logistics management, Importance of Customer service in logistics, Types of Logistics- Land, Sea and Air	(4 Sessions)
UNIT –II	Shipping Transportation structure and world sea trade scenario: Moving goods by sea, Types of ships, shipping routes and Ship-liner and tramp, Organization of shipping company, Terminologies used in shipping industry, Volume and value of trade, Flags of convenience, Conference systems	(6 Sessions)
UNIT – III	Freight structure and practices : Freight or Tariff rates, Terminologies used in different freight structure, Factors involved in ratemaking, Types of sea freight rates: Linear and Tramp, Various cost concepts involved in freight rates, Contracts of Affreightment	(5 Sessions)
MID-TERM EXAMINATION		
UNIT- IV	Indian Shipping: Introduction, ports in India and Development in Indian Shipping, Shipping agents, freight forwarders and stevedore, Overview of Port Infrastructure development (PTI), Shipping Association	(4 Sessions)
UNIT – V	Containerization : Introduction to containerization, Concepts and types of container, Precautions for packing the containers, Inland Container Depot (ICD): Roles and functions, Concept of Multimodal transport, Indian container scenario, Problems and prospects of containerization	(4 Sessions)
UNIT – VI	International Air Transport and Information and Technology role in International Logistics: Concept and importance of Air transport, Air cargo tariff structure, International Air Transport Association (IATA): Role and fonctions.	(7 Sessions)

	Information and communication: Principles of Logistics Information, Logistics Information System Architecture, Logistics Information System Flow	
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- David, A. International Supply Chain Management. New Delhi: Cengage Learning, 2010.

Reference Books:

- Long, D. International Logistics: Global Supply Chain Management. USA: Springer Publications, 2010.

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO2 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of the role logistics plays in global business.
- CO2: Understanding of Shipping Transportation structure and world sea trade scenario.
- CO3: Apply the Freight structure and practices in shipping transportation.
- CO4: Understanding of Indian Shipping practices.
- CO5: Understanding of Containerization and related issues.
- CO6: Application of International Air Transport and Information and Technology role in International Logistics.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1
CO2	PO2/PSO2
CO3	PO5/PSO2
CO4	PO3/PSO1
CO5	PO4/PSO3
CO6	PO2/PSO3

MBAE 0066: Cross Cultural Issues in International Management

Objectives:

- » Develop the understanding of fundamentals associated with the comparative international management
- » Provides an understanding of the various strategies of comparative international management.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT I	Introduction to Cross-cultural Management: The Dimensions of Culture, concept of Cross Culture Management, Cross Cultural issues in International Management, Importance of Cross Cultural Management in business	(4 Sessions)
UNIT II	Communication across Cultures: Importance of Communication in Culture, High and low context culture, Effective Communication styles in Cultures, Culture and Marketing: Role of Culture in Marketing, Strategies in dealing with Culture in Marketing	(6 Sessions)
UNIT III	National Cultures and Management: Introduction, <i>Hofstede model of national culture</i> , Cultural Clusters, Two views of culture: The Etic and Emic Approach, National Cultures and Cross-cultural Negotiations.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Motivation across Cultures: Equity in motivation, Influence of Culture in Motivation, Strategies in Motivating Employees from Different Cultures Leadership and Culture: Role of Leader in Leading Groups from Different Cultures, Dealing with Culture Shock.	(6 Sessions)
UNIT V	Cultural Dimensions of HRM: Recruitment and Selection process and Culture, Group Dynamics and Culture, Cross Culture Building, Managing Resistance to New Culture, Importance of Cultural Diversity in HRM.	(5 Sessions)
UNIT VI	Managing Global Teams: Cultural Problems in Global Teams, Strategies in Leading Global Teams, International Assignments and Expatriate Management, The role of Global Manager.	(4 Sessions)
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- » Shobhana, M. Cross Cultural Management. New Delhi: Oxford University Press, 2011.

Reference Books:

- » Carla, I. Comparative International Management. New Delhi: TMH, 2010.

»» Ralph, J. Cross Cultural Management. Grin Verlag Publication

FOCUS: This course focuses on Employability aligned with CO,CO4 Outcome

Outcomes:After completion of course, the student will be able to:

- CO1: Understand some of the most well- known models of culture used in international management and concepts of cross- cultural management.
- CO2: Understand the concepts of communicating across cultures and cross- cultural marketing.
- CO3: Explain negotiation styles in different countries.
- CO4: Understand the global relevance of motivation and leadership theories in different national cultures.
- CO5: Understand the different approaches of international human resource management.
- CO6: Understand the concepts of managing global teams.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1
CO2	PO1/PSO2
CO3	PO2/PSO2
CO4	PO2/PSO1
CO5	PO1/PSO2
CO6	PO1/PSO1

MBAO0003: International and Strategic Dimensions of Human Resource

Objectives:

- » Understand and apply the core aspects of human resource management in an international context.
- » Enhance the ability to think strategically and understand the essentials of business and organizations in order to manage change more effectively in the global business environment.
- » Frame solutions to complex business problems.
- » Improve skills of self-discipline, reflection, analysis, communication, and leadership.

Credits: 03

L-T-P-J: 3-0-0-0

Unit No.	Content	Teaching Hours
1.	Strategic HRM: An Introduction Defining SHRM, development of concept, strategy and strategic management, linking HR strategy with business strategy, need and importance of SHRM, foundations and theories of SHRM, the concept of competitive advantage & human resources as a source of sustainable competitive advantage, various dimensions of Strategic HRM,	5
2.	Strategic HRM implications Strategizing the HR Process: Recruitment and retention strategies: outsourcing recruitment, headhunting, assessment centers and work life balances. Reward and compensation strategies: skill based pay, broad banding, variable pay profit sharing and stock option plan, executive compensation. Training and developing strategies: cross-cultural training, multi skilling, succession planning, Creating a learning organization, performance management strategies.	5
3.	Human aspects of strategic implementation Organization culture, human side of mergers and acquisitions, organization power and politics, Managing ageing work force, developing HR strategies for older workers, the changing role of HR, future challenges of HR, Strategic HRM in India: Emerging Dimensions	5
4.	International HRM Introduction & Overview; Approaches to IHRM; Differences between Domestic & IHRM ,The emergence of International Human Resource Management (IHRM),cultural differences and HRM, Need for cultural training, Managing Human Resources in an International Business.	5

5.	International staffing policies International Recruitment policy, international selection criteria, factors influencing international recruitment and selection, international training and development, , international compensation and performance appraisal, Repatriation	5
6.	International labor relations and challenges International labor characteristics, labor relations, international labor organization, challenges of international organizational behavior, ethics in International HRM.	5

* **Provision for presentations / assignments / case analysis in additional sessions**

** **1 Session = 60 Minutes**

Text Books:

- » Dhar, R.L. Strategic Human resource management, excel book publication, new Delhi, 2008.
- » Peter J. Dowling, Denice E. Welch & Randall S. Schuler: International Human Resource Management. Managing People in a Multinational Context, South-Western College Publications, 3. ed, 1999.

Reference Books:

- » Sharma, A. & Khandekar, A., Strategic human resource management, Response books, New Delhi, 2010.
- » Rao, V.S.P. Human resource management, Excel books, New Delhi, 2010.
- » Mark Mendenhall & Gary Oddou: Readings and Cases in International Human Resource Management, South-Western College Publications, 3. ed, 1999.

FOCUS: This course focuses on Skill development aligned with CO1,CO2 Outcome

Outcome: After completion of course, Students will be able to:

- CO1: Understand the concept and theories of SHRM for gaining competitive advantage.
- CO2: Explore HRM strategies and its implications in business organisation.
- CO3: Identify the human aspects of strategic implementation.
- CO4: Outline the emergence and approaches of international HRM.
- CO5: Identify the international staffing policies.

- CO6: Understand international labor relations and its challenges.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO2
CO2	PO1/PSO2,PSO3
CO3	PO3/PSO2
CO4	PO4/PSO3
CO5	PO2/PSO1, PSO3
CO6	PO1/PSO4

MBAE0079: Purchase Management

Objectives:

- » To explain the social fundamentals of purchasing management.
- » To understand policies and procedures of purchasing
- » To understand the role of purchasing in strategic decision making

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	The role of purchasing in business, relationship with other departments, procedures, forms and records, basic policies/planning, organization, purchasing control, budgeting, purchasing ethics/ public relations	(5 Sessions)
UNIT –II	Sourcing, quality, quality control, quantity determination, right time, price, surplus materials	(5 Sessions)
UNIT – III	Purchasing capital equipment, contract buying, retail buying, engineering and construction contracting, state and institutional purchasing, international buying, make or buy, negotiations, purchasing research/value analysis, measuring purchasing performance.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Purchasing Function Objectives, Scope and Importance, Organization for Purchasing, Centralization vs. Decentralization, Delegation of Powers, Purchasing Cycle Elements and their Importance, Purchase Policies and Procedures, 5Rs of Purchasing and Related issues, Technical, Commercial and Legal Aspects of Purchasing	(5 Sessions)
UNIT – V	Import Policy and Procedures Capital Goods and Project Imports, Spares, Consumables and Components, Specific Licensing Provisions, Project Buying and Related Aspects, Vendor Rating and Source Location, Negotiations in Purchasing, Outsourcing Management	(5 Sessions)
UNIT – VI	strategic purchasing management, the future of purchasing: developing lean supply, partnership sourcing, network sourcing, benchmarking, buying decision models, purchasing market research, the role of information technology in purchasing and the portfolio of purchasing skills..	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Reference Books:

- Monczka, Robert, Trent, Robert and Handfield, Robert, Purchasing and Supply Chain Management, 3rd. Edition, Cincinnati, Ohio: Thomson South-Western College Publishing, 2005.

FOCUS: This course focuses on Employability aligned with CO1 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the concept of purchasing and its procedure.
- CO2: Apply the control chart to manage the quality.
- CO3: Understand the Purchase Policies and Procedures
- CO4: Understand the technical, legal and commercial aspect of purchasing.
- CO5: Apply the Vendor Rating and Source Location methods.
- CO6: Understand the working of lean supply chain.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1
CO2	PO2/PSO3
CO3	PO1/PSO3
CO4	PO2/PSO2,PSO3
CO5	PO2/PSO4
CO6	PO2/PSO4

MBAE0036: Advance Project Management

Objectives:

- » To develop human resources with the basic competence in and sound understanding of the theory and practice of Project Management.
- » To introduce students to the purpose, principles, problems and challenges, concepts, techniques and practice of the Project Management and its various facets: impart skills in Project Planning, execution and control methods, introduce students to Project Management Software and application

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Project Management in Retrospect:- Project Management as a discipline, Project Management – A vehicle for Value creation, Role of a Project Manager	(4 Sessions)
UNIT –II	Linking Strategy to Project Management:- Project Selection Techniques (Project Feasibility & Detailed Project), Project Financing, Project Cost Management (EVM)	(4 Sessions)
UNIT – III	Advanced Concepts, Tools & Techniques:- Project Time Management Techniques, Project Quality Management, TOC & CCPM	(7Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Global Procurement & Managing relationships:- - Procurement Management (including Global Procurement Management), Managing Customers, contractors & sub-contractors	(6 Sessions)
UNIT – V	Project Leadership & Managing Human Resource:- The organizational & managerial control, Building the Project Team, Leading Effective Teams, Motivation – Theories Applications	(4 Sessions)
UNIT – VI	Risk Management :- Concept of risk & risk management, Project risks identification and their impact, probability matrix, analyzing and prioritizing risks, planning of risk management, risk register, risk responses, monitoring & control	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Chandra, P Project Management. New Delhi: New Age International (P) Ltd. Publishers, 2009.
- Nagarajan, K. Project Management. New Delhi: New Age International (P) Ltd. Publishers, 2010.

Reference Books:

- » Choudhury, S. Project Management. New Delhi: Tata McGraw-Hill Publication, 2004.
- » Cleland, D. & Ireland, L, Project Management. New Delhi: Tata McGraw-Hill Publication, 2010.
- » Heerkens, G. Project Management. New Delhi: Tata McGraw-Hill Publication, 2010.
- » Heerkens, G. Project Management: 24 Steps to Help You Master Any Project. New Delhi: Tata McGraw-Hill Publication, 2010.
- » Horine, G. Absolute Beginner's Guide to Project Management. 2nd Edition. Que Press, 2010
- » Newton, R. Project Management Step by Step: How to Plan and Manage a Highly Successful Project. 1st Edition. FT Press, 2008.

FOCUS: This course focuses on Employability aligned with CO1, CO2 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Understand basic concept of project and project management for value creation.
- CO2: Understand about selection of project by using available techniques, effective utilization of finance and cost management.
- CO3: Understand of various time and quality Management techniques for projects efficiency.

- CO4: Understand Global perspective of procurement and CRM for effective project management system.
- CO5: Understand the concept of developing and managing Human resources for effective project management system.
- CO6: Understand the concept of planning, interpreting and managing Risk Management for effective project management system.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO2
CO2	PO2/PSO3
CO3	PO1/PSO3
CO4	PO1/PSO2
CO5	PO3/PSO2
CO6	PO1,PSO2,PSO4

MBAE0037: Advanced Inventory Control

Objectives:

- » To understand advanced concepts of inventory management including single period inventory models, multi-period inventory models and uncertain inventory models.
- » To develop an understanding of the inventory control alternatives that exists in the business world.
- » To instill the ability to construct and analyze an inventory control models.

Credits:03

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Inventory Management: Inventory concept; need for inventory; types of inventory, functions, use; Dependent and Independent Demand.Strategic Inventory Management: Objectives and Importance of the inventory management function in reference to Profitability, Strategy, customer satisfaction and Competitive Advantage	(5 Sessions)
UNIT –II	Two bin inventory system, Production planning and inventory management, Planning and control in multiechelon inventory management. Material management, Material planning and handling, Purchasing function, Material Requirement Planning	(5 Sessions)
UNIT – III	Assumptions of Basic EOQ model, sensitivity analysis ,Economic production quantity(EPQ), selection of carrying charges, fixed cost per replenishment, the exchange curve, Wagner-Whitin method, Heuristic approach for a variable demand pattern	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Inventory Control Techniques: Inventory classification and its use in controlling inventory, Setup time and inventory control, safety stock determination, Strategies to: Reduce throughput time, Reduce WIP, eliminate waste, and reduce inventory level in service and manufacturing organizations	(5 Sessions)
UNIT – V	Management of special class items: Guidelines for control of A items, determination of order point , order quantity , Coping with non stationary. Control of C items with steady demand and with declining demand. Style goods problem: Single item news vendor problem, multi period news vendor problem	(5 Sessions)

UNIT – VI	Coordinated replenishment : Single stocking location, selection of replenishment quantities: Family of items ,probabilistic demand :with and without quantity discount, Concept of Shipping Consolidation	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Silver, Edward Allen, David F. Pyke, and Rein Peterson. Inventory management and production planning and scheduling. New York: Wiley, 1998.

Reference Books:

- Narasimhan, Seetharama L., Dennis W. McLeavey, and Peter Billington. Production planning and inventory control. Pearson College Division, 1995.
- Arnold, JR Tony, Stephen N. Chapman, Lloyd M. Clive, and Ann K. Gatewood. "Introduction to materials management.", 2001.
- Tersine, Richard J. Principles of inventory and materials management. Pearson, 1993.
- Muller, Max. Essentials of inventory management. HarperCollins Leadership, 2019.
- Greene, James Harnsberger. Production and inventory control: systems and decisions. McGraw-Hill Companies, 1974.
- Palit, A. R. Materials Management. Academic Books, 1970

FOCUS: This course focuses on Employability aligned with CO1,CO2 Outcome

Outcome: After completion of course, the student will be able to:

- CO1: Understand the basic concept of Inventory management.
- CO2: Understand production planning and inventory management.
- CO3: Understand of basic EOQ model and its applications in inventory management.
- CO4: Understand inventory control techniques.
- CO5: Understand the concept of inventory classification and related problems and its management
- CO6: Understand the planning and the management of inventory movement.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1/PSO1, PS02
CO2	PO1, PO2/PSO1, PS02
CO3	PO2, PO3/PS03, PSO5
CO4	PO1, PO2, PO3/ PS04, PSO5
CO5	PO1, PO4, PO5/ PS04, PSO5
CO6	PO3, PO4, PO5/PSO3, PS04, PSO5

MBAE0038: Manufacturing System

Objectives:

- » Explain the importance of facility layouts.
- » Explain the production planning and control.
- » Understand computer aided process planning.

Credits:03

L-T-P-I:3-0-0-0

UNITNo.	Content	Teaching Hours
UNIT – I	INTRODUCTION TO MANUFACTURING SYSTEMS Fundamentals of Manufacturing Systems Management , Different types, Introduction to Cellular Manufacturing , Applications, Unidirectional flow, Production Flow Analysis Capacity Planning, Layout Management , Rank Order Clustering.	(5 Sessions)
UNIT –II	Introduction to Just-in-time manufacturing, Cell control and JIT Basic elements of JIT, Kanban systems,Critical success factors, Models in JIT CONWIP.	(5 Sessions)
UNIT – III	Introduction to synchronous manufacturing, principles of SM Scheduling in SM ,Drum Buffer Rope system, Product mix problem, Statistical Fluctuations. Flexible Manufacturing System	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Inspection - Cent percent Inspection, Sample Inspection, Operation Characteristics Curves, Statistical Quality Control – Construction & Interpretation of Control Charts – (X-R, n, p, c, np) Introduction to Six Sigma, (Numericals expected for Control Charts). Gap analysis for service quality assessment	(5 Sessions)
UNIT – V	MATERIAL FLOW PATH ANALYSIS IN MANUFACTURING Material handling function-Types of equipment used-conveyor systems-Automated guided vehicle systems- Guiding and routing-Traffic control and safety-Interfacing handling and storage with manufacturing-design factors in material handling systems	(5 Sessions)

NIT – VI	COMPUTER AIDED PROCESS PLANNING SYSTEMS Logical Design of Process Planning – Implementation considerations – Manufacturing system components, production volume, No. of production families – CAM-I, CAPP, MIPLAN, APPAS, AUTOPLAN and PRO, CPPP	(5 Sessions)
* **	Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutes	

Text Books:

- Groover, Mikell P. Fundamentals of modern manufacturing: materials, processes, and systems. John Wiley & Sons, 2020.

Reference Books:

- G.Halevi And R.D. Weill, “Principles of Process Planning”, Chapman and Hall, Madras 1995.
- M.P. Groover, “Automatic Production System and Computer Integrated Manufacturing”, Prentice Hall, 1990.
- Bary Hawkes, “CAD/CAM Processes”, 1990.
- Evert E. Adams Jr and Donald J. Ebert, “Production and Operation Management”, Prentice Hall of India, 1994
- N. Chary, “Production and Operations Management”, 3rd Edition, Tata McGraw Hill, New Delhi, 1991

FOCUS: This course focuses on Employability aligned with CO1 Outcome.

Outcome: After completion of course, the student will be able to:

- CO1: Understand internal configuration of production facilities and different production flows required in manufacturing.
- CO2: Define just-in-time manufacturing as well as fundamental and applied views of JIT philosophy and working of Kanban system.
- CO3: Understand the concept of scheduling and statistical fluctuations in manufacturing systems.

- CO4: Examine manufacturing process so as to design and develop different quality control charts in order to controlling the products quality.
- CO5: Analyze paths for the flow of material in manufacturing system incorporating the concepts of guiding, routing, traffic control and designing.
- CO6: Understand the basic computer applications to manage the production process.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO2/ PSO1, PS02
CO3	PO2, PO3/ PS02, PSO3
CO4	PO2, PO3, PO4/ PS02, PSO3, PS04
CO5	PO2, PO5/ PS04, PSO5
CO6	PO1, PO5/ PSO3, PS05

MBAE0078: Demand and Business Forecasting

Objectives:

- » Explain the importance of forecasting.
- » Explain the types of forecasting models.
- » Solve forecasting problems with software.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Concept, objective and classification of Business forecasting, Characteristics of Good Forecast, forecasting accuracy, constrained forecast, Forecast Value Added (FAV) analysis, Design of forecasting system. Concept of Demand forecasting, Demand Volatility.	(7Sessions)
UNIT –II	Models of Demand Forecasting: Extrapolative, Causal and Subjective judgmental models. Sources of data for forecasting. Selection of forecasting method: Selection Tree.	(5 Sessions)
UNIT – III	Judgmental forecasting Method: Concept and scope. Tools: Executive opinions Delphi technique, Sales forces polling, Consumer surveys.	(3Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Extrapolative forecasting Method: Moving average, Exponential Smoothing, time series, components extraction. Trend equation analysis. ARIMA model and Box-Jenkins approaches of forecasting.	(5 Sessions)
UNIT – V	Causal forecasting Method: Multiple regression model for forecasting, using EXCEL and SPSS soft-wares. Focus Forecasting technique, Collaborative Planning Forecasting and Replenishment (CPFR) model.	(6 Sessions)
UNIT – VI	Forecasting errors: Concept of forecasting error, Sources of errors, various measurements of forecasting error-RSFE, MFE, MAD, MSE, MAPE, TS.	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Bedi, Kanishka. Production & Operations Management. Oxford University Press, 2007.

Reference Books

- » Everet, Adam Jr.. Production and Operations Management .Prentice-Hall, 2004.
- » Ashwathapa, K. & Shridhara, Bhat, K. Production and Operations Management. Himalaya Publishing House, 2007.
- » Chunawala & Patel. Production and Operations Management. Himalaya Publishing House, 2007.
- » Mahadevan, B. Operations Management-Theory and Practice. Pearson Education, 2008.
- » R, Panneerselvam. Production and Operations Management. New Delhi: PHI, 2005.

FOCUS: This course focuses on Employability aligned with CO2 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Explain basic concepts required for developing forecasting model.
- CO2: Develop causal and judgmental models for forecasting.
- CO3: Explain Delphi technique, Consumer survey and judgmental forecasting tools for non-historical data.
- CO4: Apply time series and exponential smoothing methods for historical data to forecast demand.
- CO5: Develop multiple regression model for number of variables.
- CO6: Solve causal and regression model with the help of MS-excel and SPSS software.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO2
CO2	PO1, PO2/PSO3
CO3	PO1 ,PO2/PSO3
CO4	PO1, PO2/PSO2
CO5	PO1, PO2/PSO2

CO6	PO1,PSO/PSO4
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MBAO 0015: Total Quality Management

Objectives:

- ▶▶ To understand the Total Quality Management concept and principles and the various tools available to achieve Total Quality Management.
- ▶▶ To understand the statistical approach for quality control.
- ▶▶ To create an awareness about the ISO and QS certification process and its need for the industries.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Introduction: Definition of Quality, Types of quality, Relation b/w quality & cost, Productivity. Quality Leadership and business strategy, Dimensions of quality, Basic concept of TQM, Principles of TQM, Quality Council, Quality Costs – Analysis & techniques for Cost control of Quality, Barriers of TQM Implementation.	(5 Sessions)
UNIT – II	TQM Principles: Deming Philosophy on quality, JURAN Trilogy, PDCA cycle, Control of quality, control of Quality, quality planning and sales income, Strategic Quality Management, Designing for quality--- Opportunity for improvement in product Design, Improving effectiveness of Product Development Quality aspect for manufacturing	(5 Sessions)
UNIT – III	Organization for Quality: Quality function, Coordination of quality activities for cross Functional Aspects, Developing a quality culture, Standardization of Corporate wide Method for Cutting cost, Role of Upper, Middle management and workforce & Quality Director, Quality Circles, Employees and operators attitude for Quality Improvement, Causes of operators errors and corrective methods.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Statistical Process Control (SPC) : The seven tools of quality, Statistical Fundamentals – Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Process capability, Concept of six sigma, New seven Management tools.	(5 Sessions)
UNIT – V	TQM Tools: PER Technique, PPA Analysis, Taguchi Methods, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total	(5 Sessions)

	Productive Maintenance (TPM) – Concept, Improvement Needs, FMEA – Stages of FMEA.	
UNIT – VI	Quality Systems: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System – Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 – Concept, Requirements and Benefits.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Dale H.Besterfield, et al., “Total Quality Management”, Pearson Education, Inc. (ISBN 81-297-0260-6., 2003, Indian reprint 2004).

Reference Books:

- » James R.Evans & William M.Lindsay, “The Management and Control of Quality”, (5th Edition), South-Western (Thomson Learning) (ISBN 0-324-06680-5), 2002
- » Feigenbaum.A.V. “Total Quality Management”, McGraw-Hill, 1991.
- » Oakland.J.S. “Total Quality Management”, Butterworth Heinemann Ltd., Oxford, 1989.
- » Narayana V. and Sreenivasan, N.S. “Quality Management – Concepts and Tasks”, New Age International 1996.
- » Zeiri. “Total Quality Management for Engineers”, Wood Head Publishers, 1991.
- » Lt. Gen. H.Lal, "Total Quality management", Wiley Eastern Limited, 1990. .
- » Greg Bounds. “Beyond Total Quality Management”. McGraw Hill, 1994. 3. Menon, H.G, "TQM in New Product manufacturing", McGraw Hill 1992

FOCUS: This course focuses on Employability/Skill development aligned with CO1 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the fundamental principles of Total Quality Management
- CO2: Understand the basic of TQM principles.
- CO3: Understand the quality functions and quality circles.
- CO4: Apply the various statistical tools in TQM.
- CO5: Apply appropriate TQM Tools.
- CO6: Understand the different quality systems.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1
CO2	PO1/PSO1
CO3	PO1/PSO2
CO4	PO2/PSO3
CO5	PO2/PSO3
CO6	PO1/PSO4

MBAO 0021: Total Productivity Management

Objectives :

- » To understand the Total Productive Management concept and principles and the various tools available to achieve Total Productive Management.
- » To understand the role of IT in TPM .

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Introduction of TPM: Definition and features ,Stages of TPM: Preparation, Initial implementation stage, Full implementation stage, Interlink-age of TPM with other functional departments.	(3 Sessions)
UNIT –II	Equipment effectiveness and types of losses ,suspension loss-plant maintenance loss, productionadjustment loss , Downtime loss ,equipment failure loss- process failure loss,Speed loss,regularproduction loss-irregular production loss- Defect Loss- Process defect loss,loss which caused byrework,overall Equipment Effectiveness (OEE),TPM Principles and Zero failures.	(7 Sessions)
UNIT – III	Introduction to jishuhozen (autonomous maintenance) ,steps- initial cleanup preventive measures Preparing autonomous standards for TPM autonomous inspection standardization - autonomous management, Institutionalize JishuHozen - Cause and effect diagram, ten kinds of human errors different kinds of defects.	(5 Sessions)
UNIT – IV	Introduction to Kaizen activities, Mode of failure, collection and analysis of data, Sporadic and regular failures, causes for machine deterioration,design inadequacies, Periodical and predictive maintenance.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – V	Introduction to “Kbestu kaizen”, defining the contributory problem and collection of data, categorise loss plan , “Hinhitsu Hozen “zero defect quality maintenance ,eight pillars of TPM five principles of TPM	(5 Sessions)
UNIT – VI	Human factors in maintenance, maintenance manuals ,maintenance staffing methods, queuing applications, simulation, spare parts management, maintenance planning and scheduling	(5 Sessions)

	Condition Monitoring Techniques– Vibration Monitoring, Signature Analysis Wear Debris Monitoring – Maintenance Management Information System - Expert systems – Corrosion Monitoring and Control.	
* **	Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutes	

Text Books:

- Dale H.Besterfield, et al., “Total Quality Management”, Pearson Education, Inc. . ISBN 81-297-0260-6, 2003, (Indian reprint 2004)

Reference Books:

- ▶▶ James R.Evans& William M.Lindsay, “The Management and Control of Quality”, (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).
- ▶▶ Feigenbaum.A.V. “Total Quality Management”, McGraw-Hill, 1991. Oakland.J.S. “Total Quality Management”, Butterworth Heinemann Ltd., Oxford, 1989.
- ▶▶ Narayana V. and Sreenivasan, N.S. “Quality Management – Concepts and Tasks”, New Age International 1996.
- ▶▶ Zeiri. “Total Quality Management for Engineers”, Wood Head Publishers, 1991.
- ▶▶ Lt. Gen. H.Lal, "Total Quality management", Wiley Eastern Limited, 1990. .
- ▶▶ Greg Bounds. “Beyond Total Quality Management”. McGraw Hill, 1994. 3. Menon, H.G, "TQM in New Product manufacturing", McGraw Hill 1992.

FOCUS: This course focuses on Employability aligned with CO2 Outcome

Outcomes:After completion of course, the student will be able to:

- CO1: Understand the basic concept of total productivity management for an organization.
- CO2: Understand TQM principles, equipment effectiveness and related probable losses.
- CO3: Understand various standards for TPM.
- CO4: Understand kaizen concept and its application for failure management.
- CO5: Understand the concept of quality maintenance and its application.
- CO6: Understand of the tenets of monitoring and control.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO2
CO2	PO1/PSO2,PSO3
CO3	PO1/PSO4
CO4	PO1/PSO3
CO5	PO1/PSO3
CO6	PO1/PSO3,PSO4

MBAO0014: Operations Strategy

Objectives:

- »» Develop students' understanding of the strategic impact of operating decisions and the trade-offs inherent in these choices.
- »» Introduce students to the basic components of an operating strategy, including architecture, systems, and process technology.
- »» Provide analytical tools and conceptual frameworks for both assessing and designing operating strategies that fit with broader competitive goals of the company.
- »» Stimulate critical thinking about emerging concepts and ideas in the field of operations strategy.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	OPERATIONS STRATEGY & COMPETITIVENESS: Operations Management in Modern ERA, operations Strategy-Concept, The operations strategy matrix, Framework for Operations Strategy in Manufacturing and Services. Operations performance objectives Measuring Operations Performance,	(4Sessions)
UNIT –II	MANUFACTURING STRATEGY CONCEPTS: Manufacturing Strategy (lean Manufacturing) , Capacity strategy-overall level of operations capacity, Capacity change, Supply network strategy-Traditional market-based supply, Partnership supply, Supply chain instability, Network management-Coordination, matching supply network strategy to market requirements.	(5 Sessions)
UNIT – III	Process' Technology strategy And Development & Improvement Suitable dimensions for characterizing process technology, Evaluating process technology-Evaluating feasibility, Evaluating acceptability, Evaluating market and resource acceptability, Evaluating vulnerability. Improvement Strategy– Process Improvement , Importance–performance mapping, The sand cone Theory	(6Sessions)
MID-TERM EXAMINATION		
UNIT – IV	DEVELOPING OPERATIONS STRATEGY: Deploying capabilities in the market ,The strategic importance of product and service development, Product and service development as a process Checking markets, Outcome of Market debate –Order Winners, Order Qualifiers.	(6 Sessions)
UNIT – V	SUSTAINABLE ALIGNMENT FOR OPERATIONS STRATEGY: Sustainable Alignment, Formulation models for alignment, practical challenges of formulating operations	(4 Sessions)

	strategies, 'New' approaches to operations-Waste elimination, Business process Reengineering Quality as strategic factor – CAD/CAM/CIM, Delivering Value to customer.	
UNIT – VI	INFRASTRUCTURE DEVELOPMENT: operations implementation, Implementation risk – market and operations performance becoming out of balance, Forms of organisation structure Importance, issues involved – organizational issues operational approaches to improving delivery system, controlling operations	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Slack and Lewis. Operations Strategy. Prentice Hall, 2003.
- Hill Irwin. Manufacturing Strategy. McGraw-Hill, 2002.
- Miltenburg. Manufacturing Strategy: How to formulate and implement a winning plan. Productivity Press, 1995.

Reference Books:

- » Hayes, Pisano and Upton. Strategic Operations: competing through capabilities .The Free Press, 2008.
- » David Garvin. Operations Strategy. Prentice Hall, 2009.

FOCUS: This course focuses on Skill development aligned with CO1 CO2 Outcome

Outcomes:After completion of course, the student will be able to:

- CO1: Define concepts of Operations strategy tenets along with hierarchy of strategic operational decisions taken in operation department of an organization.
- CO2: Understand the operations dimensions required to execute operations strategy like capacity strategy, supply chain strategy and partnership with suppliers etc.
- CO3: Define the operations mechanism for formulation of operations strategy with the help of product development and process development methods.
- CO4: Understand the importance of market requirements and tailoring operations strategies for various functional areas with the help of TQM, Business process reengineering etc.

- CO5: Understand the importance of sustainable alignment of operations strategy with help of well defined methods like Hill Framework etc. Along with this understanding the importance of strategic factors required in current era especially with the help software like CAD, CAM etc.
- CO6: Understand various issues, risks encounters during operations strategy implementation, Structural framework required for operations strategy execution.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO2
CO2	PO1/PSO3
CO3	PO1/PSO3
CO4	PO1/PSO2
CO5	PO/PSO2
CO6	PO1/PSO3

MBAE 0039: Service Operations Management

Objectives :

- » Understand the key concepts of service operation.
- » Analyze the process of service designing.
- » Understand various models of service quality

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Introduction of service operations management, types of services and processes, service matrix , retail service layout:- service-scape and ambient conditions , spatial layout and functionality.	(5 Sessions)
UNIT –II	New Service Development - Designing of Service delivery Mechanism: Service Blue-printing – Management of Service Experience - Front-office Back-office Interface .	(5 Sessions)
UNIT – III	Service Quality: Concept, Models-GAP, SERVQUAL, SERVPERF - Gronroos model, Complaint management, Service Encounter, Service Recovery Service Guarantee.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Service designs:-Product line approach , Self service Approach , Personal Attention approach, Waiting line management-Queuing system ,Waiting line models , Introduction to computer simulation of waiting line.	(7 Sessions)
UNIT – V	Service supply chain models, service outsourcing , Inventory Management in Services, Productivity and Performance measurement,	(5 Sessions)
UNIT – VI	IT enabled Customer Service: Call Centre Operations, Web-enabled Services, ERP enabled Services, Tele marketing.	(3 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Reference Books:

- » Operations management – Richard B. Chase TMH.
- » Production and operations management – Kanishka Bedi -, Oxford
- » Production and operations management – SN Chary TMH.
- » Service Operations Management: Improving Service Delivery – Robert Johnston, Pearson

FOCUS: This course focuses on Employability/Skill development aligned with CO2 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the concept of service operations management and its determinants
- CO2: Understand the concept of service blueprint in performing marketing activities in service perspective
- CO3: Understand the service recovery strategies.
- CO4: Understand the concept of service quality and development service quality models.
- CO5: Understand the service designing process and the role of Queuing model.
- CO6: Understand the working of service supply chain.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1
CO2	PO1/PSO2
CO3	PO1/PSO2,PSO3
CO4	PO2/PSO3
CO5	PO1/PSO3,PSO4
CO6	PO2/PSO4

MBAE0040: Security Analysis and Portfolio Management

Objectives:

- » To have comprehensive understanding of investment alternatives, mechanism and process
- » To ensure acquaintance of in-depth understanding of fundamental and technical analysis tools to make optimum investment decision
- » To inculcate the ability to construct and analyze a portfolio of investments.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Investment Environment: Investment Alternatives, , Investment Approaches, Structure of Investment Market Equity Trading Procedure: Orders, Matching, Clearing and Settlement Regulatory Mechanism: SEBI and its Guidelines; Investor Protection Market Efficiency: Efficient Market Hypothesis (EMH) & its implications for investment decision	(5 Sessions)
UNIT –II	Concept of Return: Historical and Expected Return, Measures of Return Concept of Risk: Historical and Expected Risk, Systematic and Unsystematic Risk Measures of Risk: Standard Deviation, Variance, Coefficient of Variance, Beta, Value at Risk	(4 Sessions)
UNIT – III	Technical Analysis: Technical Charts: Line, Bar, Candle, Point and Figure Charts; Sentiment Indicators & Breadth Indicators Oscillators: Relative Strength Index, MACD, William % R, ROC, TRIX, Momentum, Stochastic Fundamental Analysis: Economy, Industry and Company Analysis, An Illustration of Banking Industry	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Valuation of Equity: Nature of equity instruments, Equity Valuation Models. Valuation of Fixed Income Securities: Nature of Bonds, Bond Prices and Yields, Term Structure of Interest Rates, Bond Theorem	(5 Sessions)
UNIT – V	Portfolio Theory & Equilibrium in Capital Markets: Portfolio Return & Risk, Efficient Frontier, Optimal Portfolio, Risk-less Lending & Borrowing, Optimal Risky Portfolio, Capital Asset Pricing Model, Single-Index and Multifactor Models, Arbitrage Pricing Theory,	(5 Sessions)

UNIT – VI	Portfolio Management: Portfolio Management Process, Banks as PMS provider Portfolio Management and Performance Evaluation: Performance Evaluation of Existing Portfolio: Sharpe, Treynor, Jensen, Fama Measures	(5 Sessions)
* **	Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutes	

Text Books:

- Chandra, P. Investment Analysis & Portfolio Management. New Delhi: Tata McGraw-Hill Company Limited. 2008.

Reference Books:

- Bodie, Zvi, K., Alex, Marcus, Alan, J. & Pitabas, M. Investments. Tata McGraw-Hill Publishing Company Limited, New Delhi. 2008.
- Jones, C. P. Investment Analysis & Management. New York: John Wiley & Sons. 2008.
- Sharpe, W. Investments. New Delhi: Prentice Hall India. 2008.
- Fischer & Jordan. Security Analysis & Portfolio Management. New Delhi: Pearson Education. 2008.
- Ranganatham & Madhumati. Investment Analysis & Portfolio Management. New Delhi: Pearson Education. 2008.
- Kester, Ruback & Tufano. Case problems in Finance. New Delhi: Tata McGraw-Hill. 2007.

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO5 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Understand equity trading procedure and regulations pertaining to Indian Stock Markets.
- CO2: Summarize the concept of risk and return pertaining of stock market operations
- CO3: Understand the portfolio theories and models for stock market predictions.
- CO4: Interpret the importance of score models for effective supply chain assessment.
- CO5: Acquaintance of equity and debt valuation models pertaining to transaction aspects.
- CO6: Apply different concepts of equity and debt valuation for portfolio management.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1 / PSO1
CO2	PO1 / PSO1
CO3	PO1 / PSO1, / PSO2
CO4	PO1 / PSO1, / PSO3
CO5	PO1 / PSO1, / PSO4
CO6	PO1 / PSO1

MBAE0041: Risk Management in Banks and Derivatives

Objectives:

- » To explore various risk management issues and mechanism to deal with risk management in banks
- » To make the students aware about various financial derivatives available and evaluate how these financial derivatives are used to minimize risk
- » To learn when and how to use a particular financial derivative

Credits: 03
0-0

L-T-P-J: 3-0-

UNIT – I	Risk Management in Banks: Basel Framework, Customer Risk Categorization (CRC), NPA Provisioning Norms,	(4 Sessions)
UNIT –II	Derivatives: Overview, Type of Derivative Contracts: Forwards, Futures, Options & Swap, Role of Derivatives in Hedging, Speculation & Arbitrage	(4 Sessions)
UNIT – III	Option Contracts: Option Terminology, Options Payoffs, Application of Payoffs Pricing of Options: Variables affecting Price of Options, Binomial Model and Black-Scholes Model for Option Pricing Option Greeks: Delta, Gamma, Theta, Vega & Rho	(7 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Fundamentals of Futures: Difference between Forward & Futures, Comparison between Futures and Options, Futures Terminology, Margins, Daily Mark-to-Market and Final Settlement, Payoff Matrix from Futures, Hedging with Futures	(6 Sessions)
UNIT –V	Swaps: Interest Rate Swaps, Currency Swaps, Utility and Functioning of Swaps, Bank's Role in facilitating Swaps	(4 Sessions)
UNIT – VI	Credit Derivatives: Credit Risk & Rating, Collateralized Debt Obligations (CDO), Credit Default Swaps (CDS), Valuation of CDS	(5 Sessions)
* sessions	Provision for presentations / assignments / case analysis in additional	
**	1 Session = 60 Minutes	

Text Books:

- Hull, J. C. Options, futures, and other derivatives. Pearson Education India, 2018.

Reference Books:

- Gupta S. L.. Financial Derivatives. New Delhi: Prentice Hall of India Limited.
- Hirsa, A., & Neftci, S. N. An introduction to the mathematics of financial derivatives. Academic Press.

- Hunt, P., & Kennedy, J.. Financial derivatives in theory and practice. John Wiley & Sons.

FOCUS: This course focuses on Employability aligned with CO3 , CO5 Outcome

Outcomes:

- CO1: Understanding of risk management framework in banks with reference to various compliance regulations.
- CO2: Understanding of financial derivatives and their role in hedging activity
- CO3: Formulate cash management strategies by effectively implementing cash management models for effective and efficient management of cash in the organization
- CO4: Application of inventory management techniques for effective and efficient management of inventories in the organization
- CO5: Formulation of working capital financing strategies with special reference to government policies
- CO6: Application of risk management strategies for corporate investment decisions with special emphasis on working capital management in global economic environment for enhanced profitability and better liquidity for economic success of the organization

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	PO/PSO
CO1	PO2/PSO1
CO2	PO2/PSO1,PSO2
CO3	PO2/PSO1,PSO2
CO4	PO2/PSO1,PSO2
CO5	PO2/PSO1,PSO2
CO6	PO4/PSO1,PSO2

MBAE0042: Rural Banking and Microfinance

Objectives:

- » To provide a thorough knowledge of the concept of Rural Banking and microfinance and how rural banking and microfinance institutions work, including the operational aspects of an SHG/ MFI.
- » To build up the financial literacy of the students aspiring careers in rural banking and microfinance sector.

Credits: 03

L-T-P-J: 3-0-0-0

UNIT – I	Organization of Rural Credit in India Sources of credit for Indian Farmers, Credit delivery mechanism in Rural finance: Multi agency approach. Rural cooperative credit societies. Long-term rural credit: cooperative agriculture and rural development banks(CARDBS), Evolution of Micro Finance Institutions in India.	(5 Sessions)
UNIT –II	Banks and Rural credit Commercial banks and rural development, RBI guidelines for the financing of agriculture by commercial banks, Lead bank scheme, Regional Rural Banks (RRBs): introduction , progress and evaluation of RRBs, NABARD: its functions and role in rural credit	(5 Sessions)
UNIT – III	Perspectives of Microfinance: Microfinance, Need of Microfinance, Evolution and Character of Microfinance in India, Microfinance Product Portfolio, Key Principles of Microfinance, Dilemmas in Contemporary Microfinance Functioning, Microfinance as a Tool for Development and inclusive growth of India	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Microfinance Delivery Methodologies: Self Help Group Model, Federated Self Help Group Model, Association Model, Community Banking Model, Grameen Bank Model, Cooperative / Mutually Aided Cooperative Model, Rotating Savings and Credit Association (ROSCA), Non Banking Finance Company (NBFC) Model	(5 Sessions)
UNIT – V	SHG-Bank Linkage Programme: Overview, Evolution, Need, Models of Linkage between Banks and Self-Help Groups, Impact, Progress, Promotional Initiatives, Issues in SHG – Bank Linkage Programme, Challenges	(6 Sessions)
UNIT – VI	Operational aspects of Micro Finance Accounting and Financial Reporting, Financial Analysis, Revenue Model, Operating Costs and Efficiency, Products and	(4 Sessions)

	Services, Risk Management, Credit Bureaus and Credit Scoring	
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- Indian Institute of Banking and Finance. “Micro-Finance: Perspectives and Operations”, Macmillan India Limited, 2008.
- Panda D. K. ”Understanding Microfinance”: Wiley India Publication, 2009.

Reference Book:

- Rhyne, E. Edition I. “Microfinance for Bankers and Investors: Understanding the Opportunities and Challenges of the Market at the Bottom of the Pyramid”:Tata McGraw Hill Publication, New Delhi, 2009.
- Singh K. “Micro Finance”: Vikas Publishing House, 2015.

FOCUS: This course focuses on Employability aligned with CO1 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Understand Role of Rural Banking, cooperative in India, Evolution of Micro Finance Institutions in India
- CO2: Understand Commercial banks and their participation in rural development, Evolution of Regional Rural Banks (RRBs), role in rural credit
- CO3:Discuss the emerging issues and impact assessments of MFIs.
- CO4: Explain the Micro finance delivery methodologies and models
- CO5: Illustrate the model of SHG-Bank linkage programme and its challenges.
- CO6: Understand the operational aspects of Micro Finance and its financial analysis with revenue model.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO2
CO2	PO2/PSO1, PSO2
CO3	PO1/PSO1, PSO2
CO4	PO1/PSO2
CO5	PO2/PSO2
CO6	PO3/PSO2

MBAE0043: Fundamentals of General Insurance

Objective:

- » To help students understand general Insurance Market in India.
- » To examine the issues related to risk management in view of insurance.
- » To acquaint the student with different policies of general insurance.

Credits: 03

L-T-P-J: 3-0-0-0

Module No.	Content	Teaching Hours
1	Insurance Legislation: General Insurance Business(Nationalisation) Act 1972, The Insurance Act, 1938, Insurance Regulatory Authority, Consumer Protection Act 1986. The Insurance Market: Structure of General Insurance Corporation of India, The Subsidiary Companies, Insurance business by private sector. Insurance Agents, Insurance Intermediaries in Overseas Markets, Tariff Advisory Committee, Loss Prevention Associations of India Ltd.	4
2	Insurance Forms: Proposal Forms – Cover Notes, Certificate of Insurance, Policy Forms, Endorsements, Interpretation of Policies, Co-insurance, Renewal Notice.	5
3	Fire and Marine Coverage: Standard Policies, Specified Perils vs All Risks, Fire Insurance Coverage, Reinstatement Value Policies, Declaration Policy, Floating Policies, Building in Course of Erection, Consequential Loss (Fire Insurance), Marine Insurance Coverages, Hull Insurance, Marine (Cargo) Insurance, Types of Marine Policies.	6
MID-TERM EXAMINATION		
4	Miscellaneous Coverage: Motor Insurance, Third Party Insurance on Inland Vessels, Personal Accident Insurance, Medical Policies, Burglary Insurance, Legal Liability Insurance, Fidelity Guarantee Insurance, Other Classes of Miscellaneous Insurance, Aviation Insurance, Engineering Insurance, Non Traditional Classes, Rural Insurance, New Covers.	5
5	Specialised Insurance: Industrial All Risk Insurance, Project and Advance Loss of Profits Insurance, Oil and Gas Insurance, Satellite Insurance; Rating – Premium : Tariff rating, Market Agreement, Physical and Moral Hazard, Premium, Short Period Scales, Advance Payment of Premium, Relaxation; Underwriting Practice : Acceptance of New Business, New Business Procedure, Renewal Procedure, Reinsurance Practice, Risk Inspection, Risk Management.	6

6	Claims: Preliminary Procedure : Investigation and Assessment, Surveyors & Loss Assessors, Claims Documents, Arbitration, Limitation, Settlement, Loss Minimisation and Salvage, In House Settlement, Practice in U.K., Practice in USA.	4
* **	Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutes	

Text Books:

- Insurance Institute of India – IC 32- Practice of General Insurance
- Insurance Institute of India – IC 45- General Insurance Underwriting

Reference Books:

- Module I, “Principles and Practice of General Insurance”, The Institute of Chartered Accountants of India: New Delhi.
- Narayanan H, “Indian Insurance”: A Profile, Jaico Publishing House: Mumbai.
- Mishra K.C. and Thomas G.E., “General Insurance - Principles and Practice”, Cengage Learning: New Delhi
-

FOCUS: This course focuses on Employability aligned with CO2 Outcome

Outcome: After completion of course, the student will be able to:

- CO1: Understand various legal laws related to insurance sector.
- CO2: Understand the various forms which are needed in field of insurance
- CO3: Summarize the policies and principles related with insurance sector.
- CO4: Discuss the various types of covers available under insurance policies
- CO5: Understand the insurance policies supported to external factors
- CO6: Analyze the various types of claims and their assessment

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO2 /PSO1
CO2	PO2/ PSO1, PSO2
CO3	PO2/ PSO2, PSO3
CO4	PO1/ PSO3, PSO4
CO5	PO2/ PSO3, PSO4
CO6	P04/ PSO2, PSO3

MBAE0080: Management of Commercial Banks and Retail Banking

Objectives:

- » To have comprehensive understanding fundamental aspects of banking operations
- » To get familiarize with the operations of retail banking including the project appraisal
- » To understand the corporate banking operations
- » To understand the parameters effecting banking performance
- » To know the regulatory mechanism in the banking sector

Credits: 03
0

L-T-P-J: 3-0-0-

Module	Content	Teaching Hours
UNIT – I	Fundamentals of commercial banking: The evolution of commercial banks in India, phases of growth and their contribution in the economic growth. Types of banks, functions of banks, types of services provided by the banks Regulatory Mechanism: Role of the Reserve Bank of India, Banking Regulations Act, Mandatory Reserves Requirements (CRR & SLR) and their calculation	(5 Sessions)
UNIT –II	The Asset & Liabilities in Banks: Types of deposits and their features, types of loans & advance s, the concept of asset-liability management and their management. Retail Banking: Concept of retail banking, retail assets and retail liabilities, trends in retail banking business, types of services in retail banking.	(4 Sessions)
UNIT – III	Credit appraisal of Retail Loans: Assessment of technical viability and economic feasibility of retail loans, risk assessment in retail loans, process of assessment of retail loans. Pricing of retail loans: Factors affecting pricing of retail loans, Credit scoring model of retail loans, CIBIL Score	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Marketing of retail loans: Marketing strategies, types of customers, personal Banking services, CRM Practices Payment services management: Payment system, payment infrastructure, Clearing & settlement mechanism, innovative payment products.	(5 Sessions)
UNIT – V	An overview of corporate banking: Assessment of working capital finance, appraisal of term loans, loan pricing, loan syndication, Innovative financing instruments	(5 Sessions)

UNIT – VI	Performance Analysis of Banks: The parameters of banks' performance appraisal, Prudential norms, Capital structure-Basel norms, Management of non-performing assets	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Singh and Dutta, "Management of Commercial Banks", Tata McGraw-Hill Company Limited, 2013.

Reference Books:

- P. Suresh and J. Paul, "Management of Banking and Financial Services", Pearson, 2017.
- Arora, "Principles of Banking", S. Chand & Sons, 2014.

FOCUS: This course focuses on Employability aligned with CO3Outcome

Outcome: After completion of course, the student will be able to:

- CO1: Understand the fundamentals of commercial banking
- CO2: Explain the concept of asset-liability management in banks and the retail banking concept
- CO3 : Understand the fundamentals of credit appraisal, risk management, and marketing in context to retail loans
- CO4: Infer the clearing & settlement mechanism in commercial banks for various financial transactions
- CO5: Understand the structural and performance features related to banking system
- CO6: Understand the regulatory aspects related to banking system

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO2/ PSO1,
CO2	PO2/ PSO1, PSO2
CO3	PO2/PSO1, PSO2, PSO4

CO4	PO1/PSO1, PSO2, PSO3
CO5	PO2/PSO1, PSO2
CO6	PO2/PSO1, PSO2, PSO4

MBAE 0081:Financial Markets and Institutions

Objectives:

- » To give the students an insight into the principles, operational policies and practices of the prominent Financial Markets and Institutions, their structure and functioning in the changing economic scenario, and to make critical appraisal of the working of the specific financial institutions of India.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Management of Financial Services: Mutual Fund – origin and growth of mutual fund, Constituents and management of Mutual Fund – sponsors, trustees, AMCs and custodian, Type of mutual fund schemes, benefits of mutual fund as an investment option, Recent developments in mutual fund industry	(5 Sessions)
UNIT –II	Leasing & Hire Purchase – concept of lease & hire purchase, lease vs. hire purchase, benefits to lesser and lessee.	(5 Sessions)
UNIT – III	Management of Financial Services: Factoring Services: concept of factoring, Evaluation of factoring and In house management of receivables, Forefacting, Difference between factoring & Forefacting Securitization: Concept of Securitization, process of Securitization, structuring a securitization deal, Securitization and SARFAISI Act.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Management of development Financial Institutions: Meaning and importance of development financial institutions. IDBI, ICICI, IFCI, NABARD and SFCs, EXIM Bank.National Housing Bank – introduction, functions and major objectives.	(5 Sessions)
UNIT – V	Venture Capital: Merchant banking – origin and development of merchant banking in India. Importance of merchant bankers, guidelines of SEBI towards merchant banking. Credit rating agencies Venture Capital – concept and importance of venture capital, venture capital in India, guidelines for venture capital.	(6 Sessions)

UNIT – VI	Management of NBFCs : Non Banking Financial Institutions – Activities and Role of NBFC; Regulatory Framework of NBFC; Concept of Shadow Banking.	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Frank J. Fabozzi, F. Modigliani, Foundation of Financial Markets & Institutions (Third Edition), Pearson Education, 2016.
- Meir Kohn, Financial Institutions & Markets, TATA McGraw Hill, 2015.
- M Y Khan. Indian Financial System (Fourth Edition), TATA McGraw Hill, 2015.
- Madura, Financial Markets & Institutions, Cengage, New Delhi, 2016.

Reference Books:

- Bharti V Pathak. Indian Financial System. Pearson Publication, 2010.

FOCUS: This course focuses on Employability aligned with CO4 Outcome

Outcomes:After completion of course, the student will be able to:

- CO1: Understand of basic concepts financial services with exposure to real life problems.
- CO2: Selection of best financial services in business.
- CO3: Evaluate sources of finance like SFCs, merchant banking and NBFCs in future planning.
- CO4: Understand the concept of investment products and their regulatory framework.
- CO5: Apply of Venture capital in business.
- CO6: Understand the importance and services of NFBCs business in Business

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	Pos / PSOs
CO1	PO2 / PSO1
CO2	PO2 / PSO1

CO3	PO2 / PSO3
CO4	PO1 / PSO4
CO5	PO2 / PSO2
CO6	PO4 / PSO1

MBAE0082: Principles and Practices of Life Insurance

Objectives:

- » To provide a knowledge and understanding related with basic concepts of Life Insurance.
- » To develop application skills of life insurance aspect.
- » To enhance capability for appropriate administration and the legal and regulatory influences on the conduct of life insurance business.

Credits: 03
0

L-T-P-J: 3-0-0-

Module	Content	Teaching Hours
UNIT I	Fundamentals Of Insurance: Meaning, Purpose, Classification of Insurance Business, Overview of the Indian Insurance Market - Growth of Insurance business in India, Impact of technological advancements on insurance business Life Insurance: History and Importance; Human Life Value (HLV); Various Risks of Individuals; Financial Planning and Individual Life Cycle, Challenges for a life insurance company	(5 Sessions)
UNIT II	Nature of Insurance Contract, Principles of Insurance: Utmost Good Faith, Insurable Interest, Subrogation, Indemnity, Proximate Cause, Life Insurance Products: Traditional and Non Traditional; Components in premium determinations, Riders in Life Insurance Products, An overview of some popular insurance plans, Annuities: Nature of Annuities, Types.	(6 Sessions)
UNIT III	Distribution System: Trends in Distribution Channels, Organizational structure Life Insurance Agency as a Career: Definition-Agency as a Profession, Procedure for becoming an agent, Functions of agent, Remuneration of agent, Code of conduct for agents, Information technology benefits to agents and policy holders.	(4 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Group Insurance: Features and importance of group insurance schemes, Types, Group Gratuity Schemes, Group Superannuation Schemes, Salary Saving Schemes, Additional Benefits, Keyman Insurance, Social Security Schemes, Married Women's Property	(5 Sessions)

	Act; Application and Acceptance : Prospectus, Proposal Form & Other Related Documents, Medical Examination, Special Report, Specimen of Proposal Form, Basic concept of underwriting	
UNIT V	Policy documents: Importance of a policy document - Format of a policy document -Policy schedule and its various components - Conditions and privileges in a policy document - Duplicate policies. Premium Payment, Lapse and Renewal: Premium, Surrender Values, Non- Forfeiture Options, Revival Assignment of life insurance policies: Conditional assignment, Absolute assignment, Process of Assignment Nomination: Process of Nomination, Features of Nomination, Assignment Vs Nomination Surrender of policies - Foreclosure of insurance policies.	(4 Sessions)
UNIT VI	Policy Claims: Maturity Claims, Survival Benefits, Death Claims, Claim Concession Presumption of Death, Accident Benefit Options, Settlement Options, Valuation and Surplus, Reinsurance, Regulatory Mechanism Exchange Control Regulations, Redressal of Policyholder Grievances, Consumer Protection Act. Ombudsman, IRDA Regulations, Investment norms for life insurance companies.	(6 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Book:

- S. Kutty and P. Mishra, “Life Insurance”, Insurance Institute of India, 2009.

Reference Books:

- M. N. Mishra and S.B. Mishra, “Insurance Principles and Practice”, S. Chand Publishing, 2016
- T.R. Viswanathan, S. Arunajatesan, “Risk Management and Insurance: Concepts and Practices of Life and General Insurance”, Laxmi Publications Pvt. Limited., 2017.
- B. Kenneth Jr. and H. Skipper Jr., “Life and Health Insurance”, Prentice Hall Inc., 2000.
- H. Sadhak, “Life insurance in India : opportunities, challenges and strategic perspective ”, Sage Publications India Pvt Ltd., 2009.

FOCUS: This course focuses on Employability aligned with CO1 Outcome

Outcome: At the end of the course, student will be able to:

- CO1: Understanding the fundamentals and dynamics of Life Insurance industry.
- CO2: Identify the various life assurance products available in the market.
- CO3: Define the principles of life insurance and its administrative and regulatory requirements.

- CO4: Relate the procedural conduct of life insurance policies.
- CO5: Contrast the Conceptual Framework of Insurance and the Financial Aspects of Insurance Business.
- CO6: Learn the various aspects of policy claims and the regulatory body.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	Pos/PSOs
CO1	PO1/ PSO1, PSO2
CO2	PO2/ PSO1, PSO2
CO3	PO4/ PSO1,
CO4	PO1/ PSO1, PSO3, PSO4
CO5	PO2/ PSO1, PSO2
CO6	PO4/ PSO1, PSO2, PSO3

MBAO0016: Investment Banking

Objectives:

- » To understand in depth the functioning of capital markets in India
- » To assess and evaluate the capital issues in terms of pricing, risk factors etc
- » To manage the public issues and their monitoring including listing
- » To understand the process of private placement
- » To analyze the significance of new and innovative capital market instruments

Credits: 3 L-T-P-I: 3-0-0-0

UNIT – I	Functions of Investment Banks: History and growth of Investment banks in India, difference between commercial banks and Investment banks, functions and role of investment banks Capital Markets: Types of capital markets, types of securities, various participants in capital markets, regulatory mechanism-role of Securities & Exchange Board of India (SEBI)	(5 Sessions)
UNIT –II	Public Issue Management: IPO and FPO -Process and procedure of capital Issue Management, Book Building process, Management of Public Issues-Pre and Post activities. Offer document, Pricing of the Issue: Basic Pricing Models of public Issues, equity Valuation, Price band, final pricing, issue size and allocation for different kinds of Investors	(6 Sessions)
UNIT –III	Underwriting: Concept of underwriting and its significance, Role of underwriters, Costs in a public issue, ASBA and registration to the Issue Listing of the Issue : Listing as mandatory requirement, process of listing, SEBI guidelines for the Listed companies.	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Private Placement: The concept of private equity, preferential Issues, Rights shares, Bonus shares, Qualified Institutional Placements Debt Market: Growth of debt markets in India, private placement of debt, Non-convertible Debentures and their listing	(6 Sessions)
UNIT – VI	An overview of International Capital markets:: International capital market instruments- ADR/GDR, IDRs, Integration between Indian capital market and global markets.	(4 Sessions)
<p>* Provision for presentations / assignments / case analysis in additional sessions</p> <p>** 1 Session = 60 Minutes</p>		

Text Book:

- Jindal.T. “Investment Banking”: Bharat Law House, 2017.

Reference Books/Journals:

- H R Machiraju, “Merchant Banking- Principles & Practices ” :WILEY, India,2013
- Subramanyam .P.G., “Investment Banking”:Tata Mac Graw Hills,2008.
- Wechsberg. J, “The Merchant Banker”: Dover Publications, INC, MINEOLA, New York,2014
- SEBI Website & NSE Website
- IBA Journal, Mumbai

FOCUS: This course focuses on Employability aligned with CO2 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Understand of the basic concepts& core functions of investment banking
- CO2: Explain the process of IPO, FPO along with pricing of issue
- CO3: Understand the concept of underwriting as well as underwriters’ services in IPO process
- CO4: Describe the entire framework of private placements
- CO5: Understand the concept of market intermediaries, support service providers and regulatory provisions of market and security issuance
- CO6: Understand international bond markets, GDR and ADR and international regulatory framework

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO2/PSO1, PSO2
CO2	PO2/PSO2, PSO4
CO3	PO3/PSO1, PSO3
CO4	PO2/PSO2, PSO4
CO5	PO3/PSO1, PSO2
CO6	PO2/PSO1, PSO 2

MBAO0017: International Banking

Objective:

- » To understand the concepts of the international banking operations within the context of the internal and external environment.
- » To understand the role and responsibilities of international banks in promoting the international trade.
- » To impart knowledge about various international banking operations, processes and procedures.

Credits: 03

L-T-P-J: 3-1-0-0

UNIT – I	International Banking Operations (I): International banking overview- meaning, evolution, functions of international banks; Types of International Banks -financial centers off-shore banking units, correspondent banking etc. Wholesale banking, retail banking, private banking, inter-bank business, Investment Banking.	(5 Sessions)
UNIT –II	International Banking Operations (II): Role of International financial institutions-IMF, IBRD, BIS, IFC, ADB, WTO Asset Liability Management in international banking operations.	(6 Sessions)
UNIT – III	International Banking Operations (III): Treasury and Risk Mitigation, FOREX Market FEMA and Regulatory Framework in India, Letter of Credit mechanism and UCPDC / URC / URR Buyer's / Sellers credit, Bilateral trade, counter trade, high seas sales.	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	International corporate finance- fundamental principle of lending MNC, International credit rating agencies and global capital markets, Raising resources and its deployment, ECBs / FCNRs, Syndicated Loans, Project and Infrastructure Finance, Role of FIIs, FDIs, ADR/GDR/IDR.	(5 Sessions)
UNIT – V	Legal & regulatory framework - Basel norms, International law, Exchange management and controls, International loan agreements, Country risk and bank risk management, International debt management, Anti money laundering laws.	(5 Sessions)
UNIT – VI	Special Issues- Technology and international banking, globalization trends, financial innovations in international banking, Global financial crisis.	(5 Sessions)

*	Provision for presentations / assignments / case analysis in additional sessions
**	1 Session = 60 Minutes

Text Books:

- F. A. Lees, “International Banking and Finance”: Palgrave Macmillan (UK), 1974.
- G. Sanati, “Financing International Trade - Banking Theory & Application”: SAGE Publication, 2019.
- Offered by Indian Institute of Banking and Finance (IIBF), “International banking legal & regulatory aspects”: MacMillan publisher, 2017.

Reference Books:

- Asian Development Bank Report.
- International Monetary Fund Report.
- P. Suresh and J. Paul, “Management of Banking and Financial services”: Pearson publication, 2017.

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO3, CO4 Outcome

Outcome: After completion of course, the student will be able to:

- CO1: Understand the functions and types of international banks.
- CO2: Assess the role of International financial institutions and
- CO3: Understand the Asset Liability Management in international banking operations.
- CO4: Understand the FOREX Market and regulatory framework under FEMA and the basic concepts of Bilateral trade, counter trade and high seas sales.
- CO5: Identify the fundamental principle of lending MNC with the various international sources of raising capital for financing projects.
- CO6: Understand fundamental legal and regulatory framework pertaining to the international financial trade.
- CO7: Identify the special issues related to the technology used in international banking, globalization, financial innovation and global financial crisis.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Cos	POs/ PSOs
CO1	PO1/PSO1
CO2	PO1/PSO1
CO3	PO2/PSO3/PSO4
CO4	PO4/PSO3
CO5	PO1/PSO3/PSO4
CO6	PO4/PSO2
CO7	PO4/PSO2

MBAE 0049: Financial Analytics

Objectives:

- » Students will acquire knowledge of current theory and techniques of the major business discipline using ARCH/GARCH
- » Students will exhibit the leadership capacity and teamwork skills for financial decision making.
- » Students will understand the ethical implication of financial analysis.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Financial Analytics: Basics Introduction to Financial Analytics, Relevance and scope financial Analytics, Recent trends in financial analytics Financial Time Series and their Characteristics, Review of Statistical Distributions and properties of financial time series	(3 Sessions)
UNIT –II	Basic Statistical Applications in R-Studio <i>Basic R Commands</i> – read.table, read.csv, head, tail, dim, name, attach, detach, class, levels, summary, plot, install.packages <i>Hypothesis Testing in R-Studio</i> – One Sample t Test, Independent Samples t Test, Paired t Test, ANOVA, Post Hoc Test, Chi-Square Test, Correlation, Covariance	(6 Sessions)
UNIT – III	Building Prediction Model (i) MS-Excel: Regression & Multiple Regression Equation, Understanding Residuals, Forecasting Time Series using after adjusting Trend for Seasonal Effect (ii) R or R Studio: Developing Regression Model without and with Interaction Effect, Decomposition of Time Series (Trend, Seasonal, and Irregular), Forecasting Time Series using ARIMA (with Seasonality Effect)	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Time Series Analysis using E-views Understanding implications of Stationarity in Time Series Analysis, Interpretations of Correlogram, Cross Correlogram, Unit Root Test, Johansen Co-integration Test, Granger Causality Test, Developing Regression Equation using ARCH / GARCH Models	(5 Sessions)

UNIT – V	Financial Analytics Applications - I <ul style="list-style-type: none"> Modeling Volatility and Risk, Volatility the financial time series, Measuring and modeling risk, Application of Value at Risk (VaR) Capital Asset Pricing Model, Basics of portfolio construction, Diversification and Portfolio Optimization, Using What-if Table and Scenario Analysis 	(5 Sessions)
UNIT – VI	Financial Analytics Applications - II <ul style="list-style-type: none"> High-Frequency Data Analysis and Market Microstructure, Bid–Ask Spread, Duration Models Modeling Credit Risk, Credit risk and interest-rate Swaps Derivative Pricing, Issues regarding derivative markets, Brownian motion, Black -Sholes model 	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- » Baensens, Bart, Daniel Roesch, and Harald Scheule. Credit Risk Analytics: Measurement Techniques, Applications, and Examples in SAS. John Wiley & Sons.
- » Bennett, Mark J., and Dirk L. Hugen. Financial Analytics with R: Building a Laptop Laboratory for Data Science. Cambridge University Press.
- » Mitra, Gautam, and Leela Mitra, eds. The handbook of news analytics in finance. Vol. 596. John Wiley & Sons.

FOCUS: This course focuses on Employability aligned with CO1 Outcome

Course Outcomes:

- CO1: Understanding of basic tenets of financial analytics and their application in basic statistical problems and time series analysis
- CO2: Learning of functionality of R & R Studio with popular commands and hypothesis testing in R Studio
- CO3: Application of financial analytics in building Prediction Models with understanding of Seasonality Effect and Interaction Effect
- CO4: Application of Auto Regressive Conditional Heteroscedasticity Models in modelling volatility of risk using e-views

- CO5: Understanding of applications of Financial Analytics in developing models for Value at Risk and CAPM
- CO6: Understanding implications of financial analytics in High Frequency Data, modelling credit risk, and derivative pricing models

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1 / PSO1
CO2	PO1, PO2 / PSO1, PSO3
CO3	PO1, PO2 / PSO1, PSO3
CO4	PO1, PO2 / PSO1, PSO3
CO5	PO1, PO2 / PSO1, PSO3
CO6	PO1, PO2 / PSO1

MBAE0046: Big Data Analysis

Objectives:

- » To make the students aware about various financial derivatives available
- » Understand what Big Data Analytics is
- » introduce students the concept and challenge of big data
- » Understand the components necessary to build a Big Data Analytics System;

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Introduction to Big Data, Introduction to Data Visualization, Business Drivers that have led to Big Data Innovations, Characteristics of Big Data, Challenges and Limitations of Big Data, Benefits of adopting Big Data, Common Adoption Issues, Basic Big Data Analytics, Big Data Visualization	(5 Sessions)
UNIT –II	Big Data” in the Enterprise, Big Data and Traditional Business Intelligence and Data Warehouses, Planning for Big Data Initiatives, New Roles Introduced by Big Data Projects, Emerging Trends	(4 Sessions)
UNIT – III	Big Data in the Enterprise, The New Information Management Paradigm, Big Data Implications for Industry, Emerging Database Landscape, Application Architectures for Big Data and Analytics, Enterprise Data warehouse (EDW), BDW, MDM, Overview of Parallel and Distributed Data Processing and High Performance Computing (HPC).	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Overview of Hadoop 1.0 ecosystem, Overview of Hadoop 2.0/YARN, Data modeling Approaches.	(6 Sessions)
UNIT – V	noSQL concepts and MongoDB database Lab, Introduction to noSQL, Types of NoSQL databases, Overview of CAP and BASE, RDBMS vs. noSQL concepts, Overview of Sharding, Replication concepts	(5 Sessions)
UNIT – VI	Overview of Cluster Analysis, Dimension Reduction: Factor Analysis and Correspondence Analysis.	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Zikopoulos, Paul, and Chris Eaton. Understanding big data: Analytics for enterprise class hadoop and streaming data. McGraw-Hill Osborne Media, 2011.
- Ohlhorst, Frank J. Big data analytics: turning big data into big money. John Wiley & Sons, 2012.

Reference Books:

- Minelli, Michael, Michele Chambers, and Ambiga Dhiraj. Big data, big analytics: emerging business intelligence and analytic trends for today's businesses. John Wiley & Sons, 2012.
- Marr, Bernard. Big Data: Using SMART big data, analytics and metrics to make better decisions and improve performance. John Wiley & Sons, 2015.

FOCUS: This course focuses on Employability/Skill development aligned with CO1, CO3 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Explain the foundations, definitions, and capabilities of Big Data.
- CO2: Understand the concept to how big data is applied in Enterprises
- CO3 : Interpret business models and scientific computing paradigms, and apply software tools for big data analytics.
- CO4 : Acquire fundamental enabling techniques and scalable algorithms like Hadoop, Map Reduce in big data analysis.
- CO5: To introduce students to the basic concepts of NOSQL
- CO6: Understanding Overview of Cluster Analysis

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	Pos / PSOs
CO1	PO1 / PSO1
CO2	PO1 / PSO1, PSO2
CO3	PO2 / PSO1, PSO2
CO4	PO2 / PSO1, PSO4
CO5	PO1 / PSO1, PSO3
CO6	PO1 / PSO1

MBAE0085: Social and Web Analytics

Objectives:

- To understand social media, web and social media analytics, and their potential impact
- To understand usability, user experience, and customer experience
- To understand the relationship between the experiences and ROI

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Introduction to Social Web Analytics (SWA): Social web landscape, Need for SWA; SWA in Small organizations; SWA in large organizations; Application of SWA in different areas	(6 Sessions)
UNIT –II	Network fundamentals and models: The social networks perspective - nodes, ties and influencers, Social network and web data and methods. Graphs and Matrices- Basic measures for individuals and networks. Information visualization	(5 Sessions)
UNIT – III	Making connections: Link analysis. Random graphs and network evolution. Social contexts: Affiliation and identity. Web analytics tools: Click stream analysis, A/B testing, online surveys, Web crawling and Indexing. Natural Language Processing Techniques for Micro-text Analysis	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Facebook Analytics: Introduction, parameters, demographics. Analyzing page audience. Reach and Engagement analysis. Post-performance on FB. Social campaigns. Measuring and Analyzing social campaigns, defining goals and evaluating outcomes, Network Analysis (LinkedIn, Instagram, YouTube Twitter etc. Google analytics. Introduction. (Websites))	(6 Sessions)
UNIT – V	Processing and Visualizing Data, Influence Maximization, Link Prediction, Collective Classification, Applications in Advertising and Game Analytics Collecting and analyzing social media data; visualization and exploration	(5 Sessions)
UNIT – VI	Usability study planning and testing; and data analysis using software tools (Google Analytics, Google Sites, R and Deducer)	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Matthew Ganis, Avinash Kohirkar: Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media, Pearson, 2016.
- Jim Sterne : Social Media Metrics: How to Measure and Optimize Your Marketing Investment, Wiley, 2017.

Reference Books:

- Oliver Blanchard: Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization (Que Biz-Tech), Que Publishing, 2017.
- Marshall Sponder: Social Media Analytics, McGraw Hill, 2017
- Tracy L. Tuten, Michael R. Solomon: Social Media Marketing, Sage, 2018

FOCUS: This course focuses on Employability/Entrepreneurship

Outcomes: After completion of course, the student will be able to:

- CO1: Explaining about social media, web and social media analytics, and their potential impact.
- CO2: To understand usability, user experience, and customer experience.
- CO3: To understand use ready-made web analytics tools.
- CO4: To understand usability metrics, web and social media metrics
- CO5: To create objective data visualizations, consider how segmentation, color, and scale are used to communicate.
- CO6: To understand a statistical programming language (R) and use its graphical development environment (Deduce) for data exploration and analysis.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO2/PSO1, PSO2
CO2	PO2/PSO1, PSO2
CO3	PO2/PSO1, PSO3
CO4	PO1/PSO2, PSO4

CO5	PO2/PSO1, PSO4
CO6	PO4/PSO1, PSO 4

MBAE0083: Business Intelligence

Objectives:

- » To define the decision problem and determine what information is needed
- » To acquire trustworthy and relevant data and judge its quality
- » To analyze data to make certain classic types of marketing decisions
- » Students will learn about the sorts of marketing decision problems in which research information is most useful, problems of target market selection, new product or service introduction, customer retention, pricing, etc.
- » The focus is on business decisions and the use of data and data analysis to make better decisions rather than about the details of analysis

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Business Intelligence Introduction, Introduction, Definition, History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Business Intelligence Systems, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications in Industry	(6 Sessions)
UNIT –II	Business Intelligence Essentials, Creating Business Intelligence Environment, Business Intelligence Landscape, Types of Business Intelligence, Business Intelligence Platform, Dynamic roles in Business Intelligence, Roles of Business Intelligence in Modern Business, Challenges of BI	(5 Sessions)
UNIT – III	Architecting the Data, Introduction, Types of Data, Enterprise Data Model. Enterprise Subject Area Model, Enterprise Conceptual Model, Enterprise Conceptual Entity Model, Granularity of the Data, Data Reporting and Query Tools, Data Partitioning. Metadata, Total Data Quality Management (TDQM).	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Time Series Modelling, Test for Interdependence, General Autoregressive Conditional Heteroskedacity (GARCH) Model, Autoregressive Moving Average (ARMA), Forecasting Value	(6 Sessions)

	and Confidence Limits.	
UNIT – V	Data Mining, Introduction, Definition of Data Mining, Data mining parameters, How Data Mining works? Types of relationships. Architecture of Data Mining, Kinds of Data which can be mined, Functionalities of Data Mining, Classification on Data Mining system, Various risks in Data Mining, Advantages and disadvantages of Data Mining, Ethical issues in Data Mining, Analysis of Ethical issues, Global issues	(5 Sessions)
UNIT – VI	Data Mining Techniques, Classification and Clustering Analysis, Decision Tree, Data Mining for Financial Data Analysis, Data Mining for the Retail Industry, Data Mining for the Telecommunication Industry.	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Turban, Efraim, et al. Business intelligence: A managerial approach. Upper Saddle River, NJ: Pearson Prentice Hall, 2008.
- Shmueli, Galit, Nitin R. Patel, and Peter C. Bruce. Data mining for business intelligence: concepts, techniques, and applications in Microsoft Office Excel with XLMiner. John Wiley & Sons, 2008.

Reference Books:

- Vercellis, Carlo. Business intelligence: data mining and optimization for decision making. John Wiley & Sons, 2011.

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO4 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Explain the foundations, definitions, and capabilities of BI.
- CO2: List the definitions, platform, and role of business Intelligence in modern business.
- CO3 : List the various types of Enterprise data Model, concepts, and Data Querying and Reporting Tool.
- CO4 : Understand and explain terminology used to describe time series, including trend, seasonal effects, cyclical effects, outlier and white noise. Describe models for seasonal variation, including additive and multiplicative models. Understand ARMA and GARCH Model

- CO5: Introduce students to the basic concepts and techniques of Data Mining
- CO6: Explain various types of Data Mining Techniques.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO2/PSO1, PSO2
CO2	PO2/PSO1, PSO2
CO3	PO2/PSO1, PSO3
CO4	PO1/PSO2, PSO4
CO5	PO2/PSO1, PSO4
CO6	PO4/PSO1, PSO 4

MBAE0044: Business Modeling with Spreadsheets

Objectives:

- » The objective of this course is not only to make the students to get a basic understanding of statistical techniques, but also to develop the skill to apply the techniques in practical cases which can be used in their projects and also when the students enter the industry after finishing their courses.
- » To make students aware with the use of analytical techniques to solve real-time business problems. The solutions to problems contain step-by-step instructions and Excel screen shots to reinforce the understanding of the topics.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	System view of business, various business functions, Business decision making process. Risk and uncertainty in business decision making, Business modeling, Steps in model building.	(6 Sessions)
UNIT –II	Types of models-Deterministic, Probabilistic and Non-probabilistic models and application of the corresponding tool for the analysis, e.g. Linear programming, statistical methods viz, descriptive statistics; probability and inferential statistics. Decision tree and Simulation.	(4 Sessions)
UNIT – III	Introduction to Excel, application of excel functions-range name, Lookup, INDEX, match, Text, Date and Day, Paste and Paste special, Goal seek, Scenario Manager. The COUNTIF, COUNTIFS, COUNT, COUNTA and COUNTBLANK functions, The SUMIF, AVERAGEIF, SUMIFS and AVERAGEIFS functions, Conditional formatting	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Summarizing data by using histograms, Summarizing data by using descriptive statistics, Using PivotTables and slicers to describe data.	(6 Sessions)
UNIT – V	Application of excel in marketing models: Predicting sales with Excel's CORREL and TRENDLINE functions, Time series forecasting using moving averages, exponential smoothing and trend line method, Evaluating excel forecast by the analysis of forecasting errors.	(5 Sessions)
UNIT – VI	Application of excel in Location model. Transportation and Assignment Models, production scheduling model, EOQ model and financial planning models.	(4 Sessions)
<p>* Provision for presentations / assignments / case analysis in additional sessions</p> <p>** 1 Session = 60 Minutes</p>		

Text Books:

- John F. Barlow. Excel Models for Business and Operations Management John Wiley and Sons, 2005.

Reference Books:

- David Whigham. Business Data Analysis Using Excel. Oxford, 2007.
- Wayne L. Winston. Microsoft Excel 2013: Data Analysis and Business Modeling. PHI, 2013.

FOCUS: This course focuses on Employability/Skill development aligned with CO1 , CO2 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of spreadsheet in context of identification and formulation of business problem
- CO2: Application of data analysis tools in solving real business problem.
- CO3: Application of general functions of excel in business modelling.
- CO4: Understanding the functions of excel using Pivot table and slicers.
- CO5: Application of time series forecasting and error analysis using excel.
- CO6: Application of Excel solver to get the solution of problems like Transportation and Assignment Models, production scheduling model

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO2
CO2	PO2/PSO2
CO3	PO2/PSO2
CO4	PO2/PSO1
CO5	PO2/PSO3, PSO4
CO6	PO2/PSO3, PSO4

MBAE0045: Data Environment and Management

Objectives:

- » To know how to organize data for easy accessibility,
- » To make students aware with different type of data sets in different environment
- » Follow best practices for storage and backup to protect files from loss
- » Document data so that anyone can follow what you did
- » Properly cite and follow license conditions when using another researcher's data

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Understanding about Data and its formats What is data? What unstructured data is, and how it differs from structured data, First generation technology for handling unstructured data, from search engines to ECM--and its limitations	(5 Sessions)
UNIT –II	What is variable?, What is ASCII data?, Example of *.csv data, Example of tab separated data, Example of space separated data, Example of text data, Example of plain data, Example of excel data, What is categorical data?: Nominal data, Ordinal data, What is quantitative data?, Discrete data, Continuous data,	(6 Sessions)
UNIT – III	Understanding different Data Environments, Different Operating System driven File Systems, Language driven file system, Application driven file systems, Storage device driven file systems	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Introduction to XML, Introduction to XML and its data store principles, Managing XML data for data analysis	(5 Sessions)
UNIT – V	Data Preparation for Analysis, Identifying Business Problem, developing cognitive maps, Data preparation using SPSS: Metadata preparation, Data validation, Model preparation	(5 Sessions)
UNIT – VI	Cases discussion	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- William H. Inmon, Anthony Nesavich. Tapping into Unstructured Data: Integrating Unstructured Data and Textual Analytics into Business Intelligence. Prentice Hall; 1 edition, 2007.

Reference Books:

- Radha Shankarmani, M. Vijayalakshmi. Big Data Analytics. Wiley; Second edition, 2016.

FOCUS: This course focuses on Employability/Skill development aligned with CO1 ,CO4Outcome

Outcomes:After completion of course, the student will be able to:

- CO1: Understanding the basic concept of data and the way to handle it through the use of first generation technology
- CO2: Analysis of different types of data sets and their applicability in different situations
- CO3: Understand the applicability of different data environments and file systems
- CO4 Understanding the concept of XML and its application for data analysis
- CO5: Understand the concept of data preparation for analysis and applicability of SPSS model
- CO6: Discuss various cases related to data management for better understanding of data environment and management

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO2
CO2	PO2/PSO2
CO3	PO2/PSO2
CO4	PO2/PSO1
CO5	PO2/PSO3, PSO4
CO6	PO2/PSO3, PSO4

MBAE0048: Marketing Analytics

Objectives :

- » To learn the power and methodology behind marketing analytics
- » To Identify market trends and metrics to measure marketing success

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Introduction to Marketing Analytics, Marketing analytics as an enabler of marketing strategy, Slicing & dicing of marketing data, RFM, LTVC.	(5 Sessions)
UNIT –II	Product-Market Fit: Gap Analysis, Comparing customer needs and extent of need satisfaction, Carrying out/steps in gap analysis, Importance Index, Performance Index, Competitor Analysis	(6 Sessions)
UNIT – III	Purchasing Behavior: Factor Analysis, Studying factors or characteristics influencing purchasing decisions, Carrying out Principal Component Analysis, Understanding Communalities and Rotation of Factors, Checking appropriateness for factor analysis-KMO Index &Barlett's Test of sphericity	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Market Segmentation: Cluster Analysis, Identification of homogeneous groups for segmenting prospective customers, Carrying out Cluster analysis, Understanding similarity measures, Profiling the clusters	(5 Sessions)
UNIT – V	Customer Loyalty: Linear Discriminant Analysis, Understanding key client characteristics, Developing a Linear Discriminant Analysis Model, Checking for model fit - Wilk's Lambda, group centroids, eigenvalues and developing classification table and hit-ratio, Developing structure matrix - canonical loadings	(4 Sessions)
UNIT – VI	Conjoint Analysis: Concept, Process, Applications, Assumptions and Limitations. Multidimensional Scaling: Concept, Process, Applications, Perceptual Map and Model Fit.	(6 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- » Winston, Wayne L. Marketing analytics: Data-driven techniques with Microsoft Excel. John Wiley & Sons, 2014.
- » Sorger, Stephan. Marketing Analytics: Strategic Models and Metrics. Admiral Press, 2013.
- » Grigsby, Mike. Marketing analytics: A practical guide to real marketing science. Kogan Page Publishers, 2015.

Reference books:

- » Business Research Methods by Bajpai, N., Pearson, New Delhi
- » Marketing Research by Malhotra & Dash, Pearsons Education, New Delhi.

FOCUS: This course focuses on Employability/Skill development aligned with CO1 ,CO4 Outcome

Outcomes:After completion of course, the student will be able to:

- CO1: Understand the importance of marketing analytics and data management in measuring, managing and analyzing marketing performance to maximize its effectiveness.
- CO2: Carrying and Comparing customer needs and extent of need satisfaction through Gap analysis.
- CO3: Understand and Applying factor analysis to extract factors for solving various marketing related issues
- CO4: Applying and interpret Cluster analysis in order to determine how likely a population cluster is to purchase products or services.
- CO5: Applying and interpret discriminant analysis to make better segmentation decisions in marketing applications.
- CO6: Understand the concept, process and application of Conjoint and Multidimensional scaling techniques.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO2
CO2	PO2/ PSO1,PSO2
CO3	PO2/ PSO1,PSO2
CO4	PO3/ PSO1,PSO2
CO5	PO3/ PSO1,PSO2
CO6	PO2/ PSO1,PSO2

MBAE0086 :Programming for Analytics

Objectives:

- » To introduce the participants to the field of data analytics, background and key concepts
- » Introduce the participants to problem types in the area of data analytics – possible problem formulation framework
- » Introduce the participants to R – an easy to use tool for high level data analytics

- » Introduce the participants to a comprehensive overview of linear algebra and statistics concepts – critical concepts for the understanding of data analytic algorithms

Credits: 3

L-T-P-I: 3-0-0-0

Text Books:

- » Gardener, Mark. Beginning R: the statistical programming language. John Wiley & Sons, 2012.

Reference Books:

- » Zumel, Nina, John Mount, and Jim Porzak. Practical data science with R. Manning, 2014.
- » Wickham, Hadley, and Garrett Golemund. R for Data Science: Import, Tidy, Transform, Visualize, and Model Data. " O'Reilly Media, Inc.", 2016.

UNIT – I	Basics of Programming, Problem Solving: process, Problem Analysis: Algorithm discovery, Algorithm design strategies, Stepwise refinement, Control requirements, Implementing algorithm	(5 Sessions)
UNIT – II	R Programming, Overview and History of R , Getting Help , R Packages: Loading, Installing and Managing	(6 Sessions)
UNIT – III	R data types and objects, Reading and writing data	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Data Definition & Control Structures, Data definition types, constants, variables, Expressions: Arithmetic, Logical, Precedence rules Control Structures: Sequencing, Input and output statements, Assignment statement, Control Structures: Selection, Repetition, Combination, Functions, scoping rules and loop functions, Flow Control	(6 Sessions)
UNIT – V	Exploring Data with R, Import, export and manipulate data and data frames, Statistical summaries of continuous and categorical data	(4 Sessions)
UNIT – VI	Hypothesis tests, and simple regression models, Linear models like ANOVA, linear regression and mixed models, generalized linear models, Basic graphics & reports of statistical analyses	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

- » Matloff, Norman. The art of R programming: A tour of statistical software design. No Starch Press, 2011.

FOCUS: This course focuses on Skill development aligned with CO1 ,CO2 Outcome

Outcomes:After completion of course, the student will be able to:

- CO1: Understanding of the basic related to programming, problem solving and related algorithm
- CO2: Understanding of fundamental concepts of R programming
- CO3: Learn Application of R
- CO4: Understanding data definition and control structures
- CO5: Acquaintance of the mechanism of data exploration by using R
- CO6: Acquaintance of the mechanism of hypothesis testing, models and reporting of statistical analysis

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1
CO2	PO1/PSO1, PSO3
CO3	PO2/PSO3
CO4	PO1/PSO1
CO5	PO2/PSO3
CO6	PO2/PSO3, PSO4

MBAE0084: Data Visualization

Objectives:

- » To recognize the importance of data, their managerial issues, and their life cycle.
- » To describe the sources of data, their collection, and quality issues.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Understanding the Tableau workspace, Dimensions and Measures, Using Show Me!, Tour of Shelves (How shelves and marks work), Building Basic Views, Help Menu and Samples, Saving and Sharing your work Introduction to Data Visualization with Tableau: What is Data Visualization and why does it matter? Connecting to Data and introduction to data source concepts, Working with data files versus database servers.	(6 Sessions)
UNIT –II	The Visualization Design AND Working with Data, Exporting Data, Connecting Sheets, Making Basic Charts like Line, Bar etc., Joining multiple tables, Data Blending, Copy and Paste, Understand how to deal with data changes in your data source such as field addition, deletion or name change, reusing and sharing data connections – the concept of metadata, Working with multiple connections in the same workbook.	(4 Sessions)
UNIT – III	Advance Charts and Graphs, Creating Views: Marks, Size and Transparency, Highlighting, Working with Dates: Date aggregations and date parts, Discrete versus Continuous, Dual Axis / Multiple Measures, Combo Charts with different mark types, Geographic Map, Page Trails, Heat Map, Density Chart, Scatter Plots, Pie Charts and Bar Charts, Small Multiples, Working with aggregate versus disaggregate data	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Sorting & Grouping, Filtering and Quick Filters, Cross-Tabs (Pivot Tables), Totals and Subtotals, Drilling and Drill Through, Aggregation and Disaggregation, Percent of Total, Working with Statistics and Trend lines. Data Organization and Scripting , Calculated Metrics, Sorting, Filtering, Totals and Sub Totals, Various Aggregated Measures, Percentages, Data Spotlighting, and Summary Card, Date and time functions, String Functions and logical functions, Working with String Functions, Basic Arithmetic Calculations, Date Math, Working with Totals, Custom Aggregations, Logic Statements	(6 Sessions)

UNIT – V	Dashboards, Building a Dashboard, Layout and Formatting, Interactivity with Actions: Combining multiple visualizations into a dashboard, Making your worksheet interactive by using actions and filters.	(5 Sessions)
UNIT – VI	Geocoding and Mapping in Tableau, Latitude and Longitude, Filled Maps, Symbol Maps, Geo Coding, Online Maps, Sorting in Maps.	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Daniel G. Murray , Tableau Your Data, John Wiley and sons

Reference Books:

- Azhar, K. Business Policy and Strategic Management. New Delhi: Tata McGraw 2008

FOCUS: This course focuses on Employability/Skill development aligned with CO1 ,CO2 Outcome

Outcomes:After completion of course, the student will be able to:

- CO1: Understanding of application of Tableau workspace
- CO2: Application of Tableau workspace for the purpose of connecting different data sheets, data blending and data union.
- CO3: Application of Tableau workspace for the construction of different chart to visualized the big data.
- CO4: Application of calculation metrics of Tableau workspace to generate different calculation along with the application of different functions of Pivot table in Tableau.
- CO5 Application of tableau dashboard Layout and Formatting, Interactivity with Actions, Combining multiple visualizations into a dashboard.

- CO6 Application Mapping in Tableau using Latitude and Longitude.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO3, ,PSO2
CO2	PO2/PSO2,PSO3
CO3	PO2/PSO2
CO4	PO1/PSO2 , PSO 3
CO5	PO2/PSO2, PSO 3
CO6	PO2/PSO2, PSO 3

MBAO0018: Data Mining

Objectives:

- » Preparing students for data mining, statistics, data visualization, business intelligence, knowledge mining, and databases, with a focus on analysis of large data sets.
- » The course will target at least one new data mining problem involving real data, for which the students will have to find a solution.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Basics of Data Mining, Need for Data Mining, Data Mining Overview, Data Mining Tools	(5 Sessions)
UNIT –II	Data preparation in Data Mining, Data preparation and integration, Graphic representation	(5 Sessions)
UNIT – III	Attribute selection, Attribute transformation	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Data mining techniques, Decision trees, Association rules	(4 Sessions)
UNIT – V	Bayesian networks, Clustering	(6 Sessions)
UNIT – VI	Model Evaluation, Classifiers evaluation, Regression evaluation, Clustering evaluation, Association Rules evaluation, Combination & comparing several of models	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- » Dunham, Margaret H. Data mining: Introductory and advanced topics. Pearson Education India, 2006.

Reference Books:

- »» Han, Jiawei, Jian Pei, and Micheline Kamber. Data mining: concepts and techniques. Elsevier, 2011.
- »» Tan, Pang-Ning. Introduction to data mining. Pearson Education India, 2006.
- »» Linoff, Gordon S., and Michael JA Berry. Data mining techniques: for marketing, sales, and customer relationship management. John Wiley & Sons, 2011.

FOCUS: This course focuses on Employability/Skill development aligned with CO2 ,CO5 Outcome

Outcomes:After completion of course, the student will be able to:

- CO1: Understanding of basic concepts of data mining
- CO2: Application of the operation procedures of Data Mining projects in an organization in context of data preparation and its representation.
- CO3: Application of tools & techniques most commonly used for attribute selection and attribute transformations.
- CO4: Understanding of data mining techniques and association rules of data mining.
- CO5: Application of Data Mining tools for clustering, association & classification s with aims to organize a collection of data items.
- CO6: Understanding of data mining tools, techniques & rules and its evaluation to find its relevance for formulating business strategies and programs to enhance business intelligence

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO2/PSO1
CO2	PO2/PSO3, PSO4
CO3	PO2/PSO3
CO4	PO1/PSO1
CO5	PO2/PSO3, PSO4
CO6	PO4/PSO3, PSO4

MBAE0012: Programming for Analytics

Objectives:

- » To introduce the participants to the field of data analytics, background and key concepts
- » Introduce the participants to problem types in the area of data analytics - possible problem formulation framework
- » Introduce the participants to R - an easy-to-use tool for high level data analytics
- » Introduce the participants to a comprehensive overview of linear algebra and statistics concepts - critical concepts for the understanding of data analytic algorithms

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Basics of Programming, Problem Solving: process, Problem Analysis: Algorithm discovery, Algorithm design strategies, Stepwise refinement, Control requirements, Implementing algorithm	(5 Sessions)
UNIT – II	R Programming, Overview and History of R, Getting Help, R Packages: Loading, Installing and Managing	(6 Sessions)
UNIT – III	R data types and objects, Reading and writing data	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Data Definition & Control Structures, Data definition types, constants, variables, Expressions: Arithmetic, Logical, Precedence rules Control Structures: Sequencing, Input and output statements, Assignment statement, Control Structures: Selection, Repetition, Combination, Functions, scoping rules and loop functions, Flow Control	(6 Sessions)
UNIT – V	Exploring Data with R, Import, export and manipulate data and data frames, Statistical summaries of continuous and categorical data	(4 Sessions)
UNIT – VI	Hypothesis tests, and simple regression models, Linear models like ANOVA, linear regression and mixed models, generalized linear models, Basic graphics & reports of statistical analyses	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Gardener, Mark. Beginning R: the statistical programming language. John Wiley & Sons, 2012.
- Zumel, Nina, John Mount, and Jim Porzak. Practical data science with R. Manning, 2014.

Reference Books:

- Wickham, Hadley, and Garrett Golemund. R for Data Science: Import, Tidy, Transform, Visualize, and Model Data. " O'Reilly Media, Inc.", 2016.
- Matloff, Norman. The art of R programming: A tour of statistical software design. No Starch Press, 2011.

FOCUS: This course focuses on Skill development aligned with CO2 ,CO6 Outcome

Outcomes:After completion of course, the student will be able to:

- CO1: Understanding concepts of basics of programming
- CO2: Application of R programming and for decision making
- CO3: Acquaintance of data types and R structure.
- CO4: Developing data structure and its classification.
- CO5: Understanding Statistical summaries of continuous and categorical data
- CO6 : Understanding Linear models like ANOVA, linear regression and mixed models

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	Pos / PSOs
CO1	PO1 / PSO1
CO2	PO1 / PSO1, PSO2
CO3	PO2 / PSO1, PSO2
CO4	PO2 / PSO1, PSO4
CO5	PO1 / PSO1, PSO3
CO6	PO1 / PSO1

MBAE0053: Performance Metrics and Modeling

Objectives:

- » Describe the role of an ERP in carrying out business processes in a company.
- » Explain how ‘best business practices’ are incorporated in an ERP.
- » Strategize pricing, production and sales in a competitive commodity market.
- » Analyze sales data in an ERP to dynamically respond to changing market conditions to maximize profits.
- » Expedite production planning and control using tools provided in an ERP (e.g. MRP) and
Report on the reasons for the success (or failure) of their production and sales strategy.

Credits: 3

L-T-P-I: 3-0-0-

0

UNIT – I	Enterprise: An Overview: Business Functions and Business Processes, importance of Information: Characteristics of information; Types of information. Information System: Components of an information system; Different types of information systems; Management information system, Enterprise Resource Planning: Business modelling; Integrated data model.	(4 Sessions)
UNIT – II	Introduction to ERP: Defining ERP, Origin and Need for an ERP System, Benefits of an ERP System, Reasons for the Growth of ERP Market, Reasons for the Failure of ERP Implementation: Roadmap for successful ERP implementation.	(5 Sessions)
UNIT – III	ERP and Related Technologies: Business Process Re-engineering, Management Information systems, Decision Support Systems, Executive Information Systems- Advantages of EIS; Disadvantages of EIS, Data Warehousing, Data Mining, On-Line Analytical Processing, Product Life Cycle Management, Supply Chain Management, ERP Security.	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	ERP Implementation Life Cycle: ERP Tools and Software, ERP Selection Methods and Criteria, ERP Selection Process, ERP Vendor Selection, ERP Implementation Lifecycle, Pros and cons of ERP implementation, Factors for the Success of an ERP Implementation.	(6 Sessions)
UNIT – V	ERP Vendors, Consultants, and Employees: Vendors- Role of the Vendor; Consultants: Types of consultants; Role of a Consultant, Employees; Role of employees; Resistance by employees; Dealing with employee resistance, Role of Top Management, Role of Implementation Partner.	(4 Sessions)
UNIT – VI	Future Directions in ERP: New Trends in ERP, ERP to ERP	(5 Sessions)

	II-Implementation of Organisation-Wide ERP, Development of New Markets and Channels, Latest ERP Implementation Methodologies, ERP and E-business, Market Snapshot, The SOA Factor.	
* **	Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutes	

Text Books:

- Simha R. Magal and Jeffrey Word. Essentials of Business Processes and Information Systems, 2010
- Simha R. Magal and Jeffrey Word. Integrated Business Processes with ERP Systems, Preliminary Edition,

Reference Books:

- Bret Wagner and Ellen Monk Enterprise Resource Planning, 3rd Edition, 2009.

FOCUS: This course focuses on Employability/Skill development aligned with CO3 ,CO4 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1 Understand the business processes and functions and also gain knowledge about various types of information system.
- CO2 Understand the basic concept of ERP.
- CO3 Understand the various ERP related technologies.
- CO4 Understand the ERP implement Life Cycle.
- CO5 Learn the various ERP vendors and consultant.
- CO6 Understand the future direction of ERP.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Course Outcome	PO/PSO
CO1	PO1/PSO1,PSO2
CO2	PO1/PSO1,PSO2
CO3	PO2/PSO1.PSO2

CO4	PO1/PSO1,PSO2
CO5	PO2/PSO1,PSO2
CO6	PO4/PSO3,PSO4

MBAE0052: Green Supply chain Management

Objectives:

- Develop an understanding of the role of green SCM and logistics in real life situations.
- Examine the major functions of green SCM and logistics with their practical relevance.
- Understand the significance of green supply chain in favor of society and business as well.

Credits: 05

L-T-P-J: 4-1-0-0

UNIT – I	Recent trends in green supply chain management; environmental impacts of supply chains, the green supply chain as a competitive advantage in today's business environment.	(5 Sessions)
UNIT – II	Life-cycle assessment as a tool; greening of supply chains; green supply chain design.	(5 Sessions)
UNIT – III	Supply chain operations reference (SCOR) model; Supply Chain Council; cross-industry standard and diagnostic tool for supply-chain management; GreenSCOR as a focused model; applications of the GreenSCOR model to a green supply chain.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Green procurement: vendor evaluation and sensitivity analysis. Green customers: Features of green customers, Target customer identification.	(5 Sessions)
UNIT – V	Continuous improvement in green supply chain: Prerequisite, Methodology. Green supply chain benchmarking, Pareto analysis.	(5 Sessions)
UNIT –V I	Green supply chain performance evaluation; Benefits, methodology, Measurement toolkit.	(5 Sessions)

Text Books:

- Emmett, S.& Sood,V. Green supply chain: An action manifesto
- Chopra,S. & Meindl, P. Supply chain management, Pearson Education
- Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning.

Reference Books:

- D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Shankar,R. Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008.
- Martin Christofer. “Logistics & Supply Chain management”, Pearson Education Limited, 2005.

FOCUS: This course focuses on Employability aligned with CO2 ,CO3Outcome

Outcomes:After completion of course, the student will be able to:

- CO1: Define concepts of greenery issues for supply chain management professionals in today’s business environment.
- CO2: Acquaintance of concept of product development and design formulation for effective green supply chain practices in manufacturing organizations with the help of life cycle assessment as a tool.
- CO3: Understand the use of SCOR model for evaluation of supply chain performance along with the GreenSCOR as an emerging tool.
- CO4: Explore the mechanism of vendor procurement and sensitivity analysis for green procurement along with insights of traits of green customers.
- CO5: Develop understanding of various approaches adopted by supply chain professionals for making sound green supply chain system.
- CO6: Understandthe green supply chain performance evaluation methodology and measurement toolkit for increasing the profitability of the company.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Course Outcome	PO/PSO
CO1	PO1/PSO2,PSO3,PSO4
CO2	PO1/PSO2,PSO3,PSO4
CO3	PO1/PSO2,PSO3,PSO4

CO4	PO1/PSO2,PSO3,PSO4
CO5	PO1/PSO2,PSO3,PSO4
CO6	PO1/PSO2,PSO3,PSO4

MBAE0087: Logistics Management

Objectives:

- » To develop an understanding of the role of logistics in the present business world.
- » To examine the major functions of logistics.
- » To provide an opportunity for comprehensive analysis and discussion of key contemporary issues and problems in logistics management.
- » To examine the details of planning and control processes in logistics management.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	The Logistics of Business – The Logistical Value Proposition – The Work of Logistics – Logistical Operating Arrangements – Flexible Structure – Supply Chain Synchronization.	(4 Sessions)
UNIT –II	Transport Functionality: Principles and Participants – Transportation Service – Transportation Economics and Pricing – Transport Administration – Documentation.	(5 Sessions)
UNIT – III	International Logistics and Supply Chain Management: Meaning and objectives, importance in global economy, Characteristics of global supply chains - Global Supply Chain Integration – Supply Chain Security – International Sourcing – Role of Government in controlling international trade and its impact on Logistics and Supply Chain.	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	International Insurance: Cargo movements – water damage – Theft – Privacy– pilferage – Other risk – perils with air shipments – Risk Retention – Risk Transfer – Marine Cargo Insurance – Coverage A,B,C classes – Elements of air freight Policy – Commercial Credit Insurance – Size of Vessels, Tonnage, Types of vessels- Container, Combination ships – Non vessel operating carriers.	(6 Sessions)
UNIT – V	Modelling logistics systems: Simulation of logistic systems - Dimensions of Logistics & SCM – The Macro perspective and	(4 Sessions)

	the macro dimension – Logistic system analysis strategy, Logistical Operations Integration, Customer service – Supply Chain Relationships.	
UNIT – VI	Framework and Role of Supply Chain in e-business and b2b practices. Value of information in logistics & SCM - E-logistics, E-Supply Chains - International and global issues in logistics - Role of government in international logistics and Principal characteristics of logistics in various countries and regions.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- John Gattorna .Handbook of Logistics and Distribution Management
- P. Fawcett, R. McLeish and I Ogden. Logistics Management

Reference Books:

- » D.M. Lambert & J R Stock, Richard D Irwin Inc.Strategic Logistics Management

FOCUS: This course focuses on Employability aligned with CO1 ,CO3Outcome

Outcomes:After completion of course, the student will be able to:

- CO1: Understand the concept of logistics, its functions, operating needs, and its synchronization with the supply chain.
- CO2: Discuss the functionality of transportation where emphasis is laid on carrying out the documentation work, pricing and economics of the transportation.
- CO3: Understand the objectives and importance of international logistics and global supply chain and the ways to integrate them and the role of government in both of these services.
- CO4: Learn the concept of international insurance and its related aspects including the concepts of risks and type of vessels.
- CO5: Modeling the real life logistic systems using the concept of simulation so as to optimize them.
- CO6: Gain knowledge about concepts related to e-business including e-supply chain and e-logistics.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Course Outcome	PO/PSO
CO1	PO1,/PSO2,PSO3
CO2	PO1,PO5/PSO2,PSO3
CO3	PO1,PO4/PSO2,PSO3
CO4	PO1,PO5/PSO2,PSO3,
CO5	PO1,PO2/,PSO3,PSO4
CO6	PO1,PO5/PSO1,PSO4

MBAE0088: Purchasing and Inventory Management

Objectives:

- » To understand the role and function of purchasing and inventory management.
- » To examine the practical role of purchasing and inventory management in modern day business.
- » To know the use of basic purchasing and inventory management decision making principles for problem solving.

Credits: 05

L-T-P-J: 4-1-0-0

UNIT – I	Purchase policy: Rate and Running Contract – Subcontracting- Systems Contract – Stockless purchase – Buying seasonal items – Forward Buying – Hedging – Purchasing Activities – Indent Status – A to Z of Purchase Order –Transportation – Incoming Inspection – Bill settlement –Documentation.	(5 Sessions)
UNIT –II	Right Price: Price Analysis – Determination of Right Price – Influencing Factors on Pricing – Classification of Pricing – Price Forecasting - Right Place – Purchase Budgets – Budgetary control – Need Identification Problems – Definition of lead time Elements- Cost Reduction and Lead time.	(5 Sessions)
UNIT – III	Relevance of Good Supplier: Advantages of Good Relations – Prerequisites – Evaluation of Suppliers – The Buyers Role – Role of the Vendor –Relevance of Good Suppliers – Need for vendor evaluation – Goals of Vendor Rating – Advantages of Vendor Rating – Parameters of Vendor Rating.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Material Management: Role,Classes of Material – Materials	(5 Sessions)

	and Profitability – Profit Center Concept – Material Objective –Centralized Purchasing-Decentralizing – Delegation of Powers.	
UNIT – V	Material Planning: Definition, Bill of Material – Material Requirement Planning – Importance of Material Research-Definition– Advantages of Materials Information System.	(5 Sessions)
UNIT – VI	Codification: Classification – Methodology–Requirement of codes – Coding Structure and Design –Advantages - International Codification – Cost and Consequences– Right Quantity – Economic Ordering Quantity – Derivations of EOQ. Controlling: Concept, Types of Control, and its process.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Sunil Chopra and Peter Meindl. Supply Chain Management: Strategy, Planning and Operation. Prentice-Hall, Inc.
- Robert Monczka, Robert Trent and Robert Handfield. Purchasing and supply chain management. South-Western.

Reference Books:

- S.N. Chary. Production & Operations Management, TMH

FOCUS: This course focuses on Employability aligned with CO1 ,CO2Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Understandthe purchase policy related to purchase and inventory management.
- CO2:Formulate pricing strategies for effective purchase management and lowering cost of purchase.
- CO3: Understand the importance of supplier relationship initiatives and vendor rating approaches
- CO4:Understand material management practices in context of current business environment.
- CO5:Understand the material planning mechanism for large scale production systems.

- CO6: Acquaintance of mechanism adopted by logistics professionals for store management practices like codification and accounting for material.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Course Outcome	PO/PSO
CO1	PO1/ PSO2
CO2	PO1/ PSO3
CO3	PO1/ PSO2
CO4	PO1/ PSO2
CO5	PO1/ PSO2
CO6	PO1/ PSO2, PSO3

MBAO0019: Recent Trends in E-Commerce

Objectives:

- » To gain an understanding of the theories and concepts underlying e-commerce.
- » To apply e-commerce theories and principles into the real world.
- » To gain familiarity with exiting challenges and issues in e-commerce.

UNIT – I	3Pl & Cross Docking, Green Logistics, Lean Supply Chain, Agile Supply Chain.	(5 Sessions)
UNIT –II	Outsourcing and Postponement, Supply chain re-engineering, Bull whip effect and VMI, E-Commerce and E-Procurement.	(5 Sessions)
UNIT – III	IT Enablement in SCM, E governance, Business ethics and values, IT- Security: Hacking, Encryption and coding & Cyber Laws.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	International Insurance – Cargo movements – water damage – Theft – Privacy– pilferage – Other risk.	(5 Sessions)
UNIT – V	Insurance Policy- perils with air shipments – Risk Retention – Risk Transfer – Marine Cargo Insurance – Coverage A,B,C classes – Elements of air freight Policy.	(5 Sessions)
UNIT – VI	Introduction to E-Commerce, Trend shaping the Indian E-commerce Industry, Role of Logistics in E-commerce, Supply Chain Management under E-Commerce, Risk and Challenges	(5 Sessions)

	in E-commerce.	
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- Kenneth C. Laudon, E-Commerce: Business, Technology, Society, 4th Edition, Pearson, 2012.

Reference Books:

- » S. J. Joseph, E-Commerce: an Indian perspective, PHI

FOCUS: This course focuses on Employability aligned with CO1 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the concept of lean and supply chain, green logistics and third party logistics.
- CO2: Apply the concept of outsourcing, procurement and inventory management in supply chain re-engineering.
- CO3: Apply the concept of cyber security and cyber laws in IT enabled supply chain management.
- CO4: Understand the concept and practices in international insurance and cargo movement
- CO5: Understand the concept of insurance policy related to air, water and earth cargo movement.
- CO6: Understand the recent trends and role of supply chain and logistics in e-commerce industry.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Course Outcome	PO/PSO
CO1	PO1/ PSO2,PSO3

CO2	PO2/ PSO3,PSO4
CO3	PO2/PSO3.PSO4
CO4	PO1/PSO2
CO5	PO1/PSO2
CO6	PO4/PSO2

MBAE0051: Store Keeping and Warehousing

Objectives:

- » To familiarize with the concept and importance of warehousing.
- » To develop the skills for valuation of inventory and stores management.
- » To provide adequate knowledge to minimize the cost and improve the overall efficiency of the operation.

UNIT – I	Warehousing Management - Objectives of Stores – Location and Layout – Prevention – Management of Receipts – Issue Control – Stores Documentation.	(4 Sessions)
UNIT –II	Stock Valuation And Verification - Need for Valuation – Methods of Valuation– FIFO – LIFO – Average Price – Weighted Average – Standard Cost – Replacement Price – Stock Verification – Process of Verification.	(6 Sessions)
UNIT –III	Spare Parts Management: Salient Features of Spares – Inventory Control of Spares – Categorization of Spares – Provisioning of Spares – Pricing of Spares – Relevance of Maintenance – Maintenance Costs.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Insurance concepts: Risk Management - Buyer’s Interest – Marine Insurance – Inland Transit Insurance – Stores Insurance – Contractors All Risk Insurance.	(5 Sessions)
UNIT – V	Miscellaneous Insurance – A to Z Claims Procedure – Loss Minimization- Spare Parts Management.	(4 Sessions)
UNIT – VI	Ethics In Materials Management - Importance of Ethics – Business Ethics – Ethics in Buying – Code of Ethics – Problems in Ethics – Backdoor Selling – A to Z Tips for Ethical Buying – Professionalization.	(6 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Gopalakrishnan P.– Purchasing and Materials management – Tata McGraw Hill – 23rd Edition – 2008.
- Purchasing and supply chain management. By Robert Monczka, Robert Trent and Robert Handfield. South-Western.
- Production & Operations Management – S.N. Chary, TMH

FOCUS: This course focuses on Employability aligned with CO2 Outcome

Outcomes:After completion of course, the student will be able to:

- CO1 Understand the basic concept of stores and location decisions.
- CO2 Understand and apply the methods like LIFO, FIFO etc. for the stock valuation.
- CO3 Understand the basic concept of spares and their control mechanism.
- CO4 Understand the basic concept of Marine Insurance – Inland Transit Insurance – Stores Insurance
- CO5 Understand the claim procedure.
- CO6 Develop the understanding of the basic concept of ethics in business decision making especially in the context of warehousing.

Course Outcomes:

Course Outcome	PO/PSO
CO1	PO1/PSO2,PSO3
CO2	PO2/PSO2,PSO3
CO3	PO1/PSO2,PSO3
CO4	PO1/PSO2,PSO3
CO5	PO1/PSO2,PSO3
CO6	PO4/PSO2,PSO3

MBAO0020: Strategic and Implementation Issues in SCM

Objectives:

- To develop an understanding towards quality control, six sigma, total quality management and related aspects.
- To understand the concept of constraint management with its practical relevance.
- To gain familiarity with the concept of purchasing, distribution models, supply chain strategy, mass customization and material requirement planning.
- To understand the application of data base management system and ERP solution in SCM.

Credits: 05

L-T-P-J: 3-0-0-0

UNIT – I	Quality control-Quality; Statistical process control; Process capability; Acceptance Sampling; Average outgoing quality limit (AOQL) concept; Cost of quality; Six Sigma and TQM. Inspection: Types and step involved.	(5 Sessions)
UNIT – II	Constraint management-Introduction to constraints management and POOGI concept; Types of constraint ;Assumptions; Theory of constraints; Logical thinking process; Drum Buffer Rope scheduling; Critical chain. Issues involved in implementation of T,I and OE.	(5 Sessions)
UNIT – III	Distribution Strategy: direct shipment strategy; Intermediate shipment strategy-warehousing, cross docking, inventory pooling. Transshipment.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Supply chain strategy- Economic packaging and transportation; concurrent and parallel processing; standardization; Push and Pull strategy; Mass customization.	(5 Sessions)
UNIT – V	Purchasing:-Types; approaches; policies and principals. Master scheduling, Aggregate planning-Material requirement planning.	(5 Sessions)
UNIT –V I	Data base management system, Data Warehousing and Data Mining, Decision Support System and its implementation; Best of breed and single vendor ERP solution.	(5 Sessions)

Text Books:

- Supply chain management by Sunil Chopra, and Peter Meindl, Pearson.
- Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning.

Reference Books:

- D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008.
- Alan Harisson & Remko van Hoek, “Logistics Management and Strategy: Competing through the Supply Chain”, FT Press, 2011.
- Martin Christofer. “Logistics & Supply Chain management”, Pearson Education Limited, 2005

FOCUS: This course focuses on Skill development aligned with CO1 ,CO2 Outcome

Outcomes: After completion of course, the student will be able to:

- CO1 Understand the concepts of strategic issues for supply chain management.
- CO2 Acquaintance of the concept of constraint management and logical thinking.
- CO3 Understand the use of distribution models like cross docking and transshipment.
- CO4 Exploring the mechanism of customization in supply chain.
- CO5 Develop the understanding of various purchasing policies.
- CO6 Understand the role of IT in managing the supply chain.

Course Outcomes:

Course Outcome	PO/PSO
CO1	PO1/ PSO2,PSO3
CO2	PO1/ PSO3,PSO4
CO3	PO1/PSO2,PSO3
CO4	PO1/ PSO2,PSO3,
CO5	PO1/PSO3,PSO4
CO6	PO1/ PSO2,PSO3

MBAE0054: Supply chain Analytics

Objectives:

- To understand the concept of supply chain analytics (SCA) and its relationship with supply chain concepts
- To know the key issues in supply chain analytics and decision domains in supply chain analytics.
- To describe the modeling, modeling software and various approaches for optimization and simulation,
- To learn the analytics of transportation problem in a supply chain, performance management using analytic techniques and role of ICT in supply chains.

UNIT – I	Understanding and defining the supply chain analytics (SCA). Its relationship with supply chain concepts. Importance of supply chain analytics in the flows involving material, money, information and ownership.	(4Sessions)
UNIT –II	Key issues in supply chain analytics, Concept of Descriptive Analytics in a Supply Chain, Decision Domains in supply chain analytics.	(4 Sessions)
UNIT – III	Introduction to Modeling, Approaches for Optimization and Simulation, Modeling software, Supply Chain (SC) Decisions using mathematical or interpretative modeling.	(7 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Analytics of a Transportation problem in a Supply Chain, Prescriptive analytics in network planning: Network Planning in a Supply Chain, Design of Logistics Network using Heuristics/optimization.	(5 Sessions)
UNIT – V	Modeling Coordination Decisions, performance management using analytic techniques.	(5 Sessions)
UNIT – VI	IT Enablement of supply chains ,Role of ICT in Supply chains.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- » Chopra,S. and Meindl, P. Supply chain management, Pearson, 2015.
- » Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning, 2016.

Reference Books:

- » D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008.

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO1 ,CO2 and CO5Outcome

Outcomes:After completion of course, the student will be able to:

- » CO1: Understandthe basic concept of supply chain analytics.
- » CO2: Know the application of descriptive analytics in supply chain.
- » CO3: Learn the application of general functions of excel like Regression and solver to find the optimal solution of supply chain problems.
- » CO4: Understand the application of prescriptive analytics in network planning.
- » CO5: Understand the basic concept of supply chain performance.
- » CO6: Understand the basic concept and application of information technology in supply chain management.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Course Outcome	PO/PSO
CO1	PO1/PSO2,PSO3
CO2	PO2/PSO3,PSO4
CO3	PO2/PSO3.PSO4
CO4	PO2/PSO3,PSO4
CO5	PO1/PSO2,PSO3

CO6	PO1/PSO2,PSO3
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Course Curriculum



Master of Business Administration in Logistics & Supply Chain Management (8411)

Session 2020-21

Institute of Business Management

About the program

Today's business environment is characterized by dynamic uncertainties and complexities, which makes the work of managers and organizational leaders extremely challenging. Thus, those who aspire to become organizational managers in today's business environment need to acquire specialized knowledge, skills and attitude along with multi-tasking ability in order to understand and analyze complex business situations. In pursuit of this goal, the MBA in Logistics and SCM programme of GLA University, nurtures leaders capable of making a difference in the corporate and service sectors especially all the keys areas of Logistics Industry.

The MBA in Logistics and SCM course employs various modes of teaching, learning and assessment including industry experts from especially logistics will provide insights to the students that reflect in its interdisciplinary approach. This integrated teaching allows understanding of the overlap and interaction between the different business areas. This approach also allows the students to develop multiple skills such as critical analysis, independent research, report writing, numerical ability, working with real-life case studies, presentation skills and interpersonal skills through group tasks. These skills further enable the students to take a full, active and responsible role within the business community, whether this is through entrepreneurship, further study, or in managerial role.

The general purpose of this course is to facilitate industry and research cooperation. For this purpose, GLA University had joined hands with Safeducate Learning Pvt Ltd and drafted the course curriculum in such a way so that practical aspects of logistics Industry can be developed among students which directly will increase his/ her employability as well will facilitate the industry with well-groomed professionals. For accomplishment of the objective of course this strategic association will include the following areas;

- Joint industry and Academia initiatives in learning associated with logistics & supply chain management Exchange of visiting experts for the purpose of conducting learning sessions
- Discussion for the exchange of facilities and equipment for collaborative or independent research based on the policies of both entities
- Exchange scholarly information including research papers, indices to these, books and magazines on relevant subjects and potential joint projects where possible and appropriate

MBA In Logistics and SCM							
S.No.	Trimester	Code	Subject	L	T	P	Credits
1	I	MLSC0019	Core concepts of SCM	3	0	0	3
2		MLSC0002	Accounting For Managers	3	0	0	3
3		MLSC0003	Managerial Economics	3	0	0	3
4		MLSC0004	Management Concepts and Applications	3	0	0	3
5		MLSC0005	Managerial Communication	3	0	0	3
6		MLSC0006	Workshop on basics of Supply Chain Management	3	0	0	3
7		MLSC0007	Computer Applications in Business Management	3	0	0	3
8		MLSC0008	Managerial Aptitude – I	3	0	0	1
			Total				22
S.No.	Trimester	Code	Subject	L	T	P	Credits
1	II	MLSC0009	Legal Aspects of Business	3	0	0	3
2		MLSC0010	Workshop on recent trends in Logistics and SCM	3	0	0	3
3		MLSC0011	Cost and Managerial Accounting	3	0	0	3
4		MLSC0029	Procurement and Inventory Management	3	0	0	3
5		MLSC0013	Business Research Methods	3	0	0	3
6		MLSC0014	Statistical Analysis for Supply Chain Management	3	0	0	3
7		MLSC0021	Fundamentals of Marketing Management	3	0	0	3
8		MLSC0016	Managerial Aptitude – II	3	0	0	1
			Total				22
S.No.	Trimester	Code	Subject	L	T	P	Credits
1	III	MLSC0017	Finance for Managers	3	0	0	3
2		MLSC0018	Management of Human Resource	3	0	0	3
3		MLSC0030	Work shop on Indirect Tax and Documentation	3	0	0	3
4		MLSC0020	Optimization in Operations Research	3	0	0	3
5		MLSC0031	Principles of ERP	3	0	0	3
6		MLSC0022	Production and Operations Management	3	0	0	3
7		MLSC0023	Logistics in Business Efficiency	3	0	0	3
8		MLSC0024	Managerial Aptitude – III	3	0	0	1

			Total				22
S.No.	Trimester	Code	Subject	L	T	P	Credits
1	IV	MLSC0032	Analytics For Supply Chain	3	0	0	3
2		MLSC0033	Strategic Supply Chain Management	3	0	0	3
3		MLSC0034	Warehouse Management	3	0	0	3
4		MLSO0001	Recent trends in Supply Chain Management	3	0	0	3
5		MLSO0002	Strategic and Operational issues in Supply Chain Management	3	0	0	3
6		MLSO0003	Supply Chain Performance Metrics & Modeling	3	0	0	3
7		MLSO0005	Liner Shipping Business	3	0	0	3
8		MLSJ0001	Summer Internship Report#	0	0	0	6
9		MLSC0028	Managerial Aptitude – IV#	3	0	0	1
			Total				25
* Any six papers							
S.No.	Trimester	Code	Subject	L	T	P	Credits
1	V	MLSJ0002	Term assignment	0	0	0	6
2		MLSO0006	Recent Trends in E-Commerce	3	0	0	3
3		MLSC0025	Ethics and Governance in Business	3	0	0	3
4		MLSC0027	International Business	3	0	0	3
			Total				15
S.No.	Trimester	Code	Subject	L	T	P	Credits
1	VI	MLSJ0004	Comprehensive Viva Voce	0	0	0	3
2		MLSC0035	Global Logistics	3	0	0	3
3		MLSC0036	Commercial Geography	3	0	0	3
4		MLSO0004	Global Trade Operations and Forwarding	3	0	0	3
5		MLSJ0005	Dissertation Report	0	0	0	6
			Total				18
			Gross Total				124

Core Concepts of Supply chain Management

Preamble: *Supply Chain as a management discipline originated after use of logistics in the military and later branched into the commercial sector as business logistics. Now, the hottest topic in the commercial sector is supply chain management. It is concerned with the efficient integration of suppliers, factories, warehouses and stores so that merchandise is produced and distributed: – In the right quantities – To the right locations – At the right time. This course examines the historical evolution of management thought to its newest frontier—supply chain management, reviews the emerging practices that define supply chain management in business applications, and demonstrates that supply chain management is more than integrated*

Objectives of the Course:

- » Understand the framework and fundamentals of Supply Chain Management as the foundation for building and sustaining high performance and effectiveness in the organization.
- » Develop an understanding of the significance of Supply Chain Management to achieve cost effective supply and distribution of goods & services to meet varying customer demand.
- » Demonstrate the ability to analyze and apply critical thinking and learning skills related to "real life" problems and situations

UNIT – I	Introduction and Dynamics of SCM: Concept of SCM, SCM Cycle, SCM Flows, Types of SCM Network Processes & Players in SCM, Supply Chain Planning Framework, Supply chain Market in India Supply Chain Performance: Competitive and Supply Chain Strategies, Achieving Strategic Fit, Supply Chain Decision Phases., Benefits of managing effective Supply chain System	(5 Sessions)
UNIT –II	Designing Distribution Network: Role of Distribution in Supply Chain, Factors influencing Distribution Network Design, Design Options for a Distribution Network, Role of Network Design in Supply Chain, Risk Management and Network Design, Distribution and SC Strategy	(5 Sessions)
UNIT – III	Customer Service Goals : Supply chain Product, Product characteristics, Incentive pricing arrangement ,Modeling sales Service Relationship, Determining optimum Services Levels , Service Contingencies Supply Chain customer service , order processing and information system	(5 Sessions)

MID-TERM EXAMINATION		
UNIT – IV	Forecasting in Supply Chain: Forecasting in Supply Chain, Characteristics of Forecast, Methods of Forecasting Forecasting errors, Measures of Forecasting errors, Tracking Signal, Planning Supply and Demand in a Supply Chain. Procurement and outsourcing strategies: Make or buy decision, Sourcing & Purchasing and SC Strategy, Supplier selection process, Strategic Sourcing decisions, Continuous Improvement of Supplier, Supplier Quality Assurance	(5 Sessions)
UNIT – V	Supply Chain Best Practices: Cross Docking system, Concept of 3PL&4PL, Bullwhip effect, Reverse Logistics, Tierization of Suppliers	(5 Sessions)
UNIT – VI	IT in SCM: Role of IT in SCM, Strategic Management Framework for IT Adaptation in Supply Chain Management Supply Chain Information system's Applications and software, Recent Development in SCM: Supply Chain Integration Supply Chain Restructuring, Demand Chain Management, Agile Supply chain	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- » Chopra, S., & Meindel, P. (2007). *Supply Chain Management –Strategy, Planning and Operation*. 3rd Edition. Pearson/PHI.

Reference Books:

- Levi, S. D. et al. (2003). Second Edition. *Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies*. Tata McGraw-Hill.
- Christopher, M. (2000). Second Edition. *Logistics & Supply Chain Management: Strategies for Reducing Cost & Improving Service*. Pearson, India.
- Shapiro, J. F. (2001). *Modeling the Supply Chain*. Duxbury.
- Sople, *Logistics Management*. Pearson, India.
- Agrawal, D. K. *Supply Chain Management-Strategy, Cases & Best Practices*. Macmillan.
- Shah, J. *Supply Chain Management- Text and Cases*. Pearson, India.

Suggested Journals:

- » International Journal of Decision Making in Supply Chain & Logistics, Serials Publications, New Delhi.

- »» Supply Chain Management: An International Journal, Emerald.
- »» Journal of Supply Chain Management, Wiley-Blackwell.
- »» Supply Chain Forum: An International Journal, BEM – ISLI.

FOCUS: This course focuses on Employability aligned with **CO1** outcome.

Learning Outcomes

- »» Will be able to understand the basic frame work of supply chain working and its significant in achieving firm's objectives.
- »» Will be able to solve real business life issues related to forecasting and inventory management.
- »» Will be able to design and develop suitable distribution network.
- »» Will be able to make decisions about purchasing policies, vendor selection and material handling issues.

CO1: Understanding of Overview of different concepts Concept of SCM, SCM Cycle, SCM Flows, Types of SCMSC.

CO2: Understanding Supply Chain Decision Phases

CO3: Understanding Role of Distribution in Supply Chain.

CO4: Understanding the Customer Service Goals

CO5: Able to execute methods of forecasting.

CO6: Evaluating the Recent Development in SCM

MLSC0002: Accounting for Managers

Objective:

- » Understand the role and relevance of financial accounting in sound positioning of a corporate entity.
- » Explore the various dimensions of financial accounting and their implications in financial spectrum of a business entity.
- » Analyze the financial statements for an organization for effective financial decisions

Credits: 03

L-T-P-J: 3-0-0-0

Module No.	Content	Teaching Hours
1	Overview of Financial Accounting: Concepts & Conventions of Accounting, Accounting Cycle Brief overview of Accounting Standards, GAAP & IFRS Original Book of Entry, Journal, Ledger and Trial Balance.	5
2	Preparation of Income Statement and Position Statement: - Manufacturing Account, Trading Account, Profit & Loss Account, Profit & Loss Appropriation Account - Balance Sheet (With Basic Adjustment).	5
3	Financial statements: Overviews of Income statements and Balance Sheet as per Companies Act 2013 Ratio Analysis: Computation & Analysis of Profitability Ratios, Liquidity Ratios, Solvency Ratios, Turnover Ratios.	5
MID-TERM EXAMINATION		
4	Financial Statements Analysis: Common Size Statements Comparative Statement & Trend Analysis .	4
5	Preparation and Interpretation of Fund Flow Statement: Concept of fund flow, Statement of Change in Working Capital, Fund from Operation, Fund Flow Statement	6
6	Preparation of Cash Flow Statement (As per AS 3) Cash flow from Operating / Investing / Financing Activities Direct or Indirect Method of preparation of Cash Flow Statement. Triple Bottom Line Reporting.	5
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Tulsian, P. C. (Latest Edition). “Financial Accounting”. New Delhi: Pearson Education.

Reference Books:

- Narayanaswami, R. , “Financial Accounting: Managerial Perspective”. New Delhi: Prentice Hall of India Private Limited.
- Maheshwari, S. N., &Maheshwari, S. K., Latest Edition. “An Introduction to Accountancy”. New Delhi: Vikas Publishing House Pvt. Ltd.
- Neelakantan, Ramchandran&Kakani Latest Edition. “Financial Accounting for Management”.Tata McGraw-Hill Publishing Company Limited, New Delhi.

FOCUS: This course focuses on Employability/Skill Development aligned with **CO1 and CO2** outcome.

Outcome: After completion of course, the student will be able to:

CO1: Understanding of Overview of different concepts of Financial Accounting and preparation of Original Book of Entry.

CO2: Preparation of Income Statement and Position Statement

CO3: Understanding of Financial statements under Companies Act 2013 and evaluation of organisations on the basis of various ratio analysis.

CO4: Understanding the analysis of Financial Statements through Common Size Statements Comparative Statement & Trend Analysis.

CO5: Preparation and Interpretation of Fund Flow Statement.

CO6: Preparation of Cash Flow Statement (As per AS 3) and understanding Triple Bottom Line Reporting.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1,PO2 /PSO1, PSO2
CO2	PO1/ PSO1, PSO2
CO3	PO1, PO5/ PSO2, PSO3
CO4	PO1, PO2/PSO3, PSO4
CO5	PO1, PO5/PSO3, PSO4
CO6	PO1, PO2/ PSO2, PSO3

MLSC0003 : Managerial Economics

Objectives:

- » To analyze& interpret fundamentals of economics.
- » To study the interrelationship in an open economic system.
- » To master a range of methods and techniques of strategic analysis and have a clear appreciation of their theoretical and empirical foundations, range of applicability, qualifications and limitations.

Credits: 3

L-T-P-I: 3-0-0-0

Unit No.	Content	Teaching Hours
UNIT – I	Overview: Economics background to management, Nature and scope of Managerial Economics, Its relationship with other Disciplines, Significance in Decision-Making and Fundamental Concepts, Theory of Firm, Objectives of a Firm	(4 Sessions)
UNIT –II	Demand Analysis: Demand Theory, Law of demand and Determinants of demand, Cardinal Utility Analysis Indifference Curve: Indifference Curve Analysis, Revealed Preference Theory of Demand, Elasticity of Demand and its Measurement Methods, Demand Forecasting Demand Forecasting methods, Supply Theory	(6 Sessions)
UNIT – III	Production: Production Concepts and Analysis, Production Function, Characteristics of various Factors of Production; Laws of Production, Short-Run, Long –Run	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Cost Analysis: Cost Concepts and Analysis, Empirical estimates of Production and Costs, Short-run and Long-run Average Costs Curves and its Analysis	(4 Sessions)
UNIT – V	Pricing Decisions: Pricing under different Market Structure, Perfect and Imperfect (monopoly, monopolistic and oligopoly)	(5 Sessions)

	markets, Pricing strategies: Collusive and Non-Collusive Oligopoly Baumol and Marris' Models	
UNIT – VI	Macroeconomics: Science of Macroeconomics, Circular Flow of Income & Products, National Income, Concept Measurement of National Income: National Income aggregates (GDP, GNP, NNP, NDP etc.) at Factor and Market Prices, GDP-Changing trends in composition and the future, Money and Inflation Consumption Function: Consumption function and Multiplier & Accelerator Investment Function, Inflation, Unemployment & Philips Curve	(6 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Geetika, Ghosh P., Choudhary R. P., Managerial Economics. Tata McGraw Hill Publication, 2009.
- Petersen, C., Managerial Economics. Pearson Education, 2006.

Reference Books:

- Ahuja H.L. Managerial Economics. S. Chand
- Dornbusch, R. and Fischer, S., Macro Economics. 5th Edition. Tata McGraw Hill Publication, 2008.
- Thomas, R. C., Maurice, C. S., & Sarkar, S., Managerial Economics. 9th Edition. Tata McGraw Hill Publication, 2010.
- Dwivedi, D. N., Principles of Economics. Vikas Publication, 2009.
- Patnaik, P., Macro Economics. Oxford University Press, 1997.
- Rangarajan C. & Dholakia B.H., Principles of Macroeconomics. Tata McGraw Hill Publication, 2006.

FOCUS: This course focuses on Employability/Skill Development aligned with **CO1 and CO3** outcome.

Outcomes: After completion of the course student will be able to:

- CO1: To understand the basic concepts in Managerial Economics relevant to Consumer, producer and wealth-owner.
- CO2: Outlining the concepts and laws of Demand and supply.
- CO3: Understanding the basic concepts, theories and laws of Utility and indifference curve
- CO4: Illustration of concept of Production function and laws of production.
- CO5: Understanding the various cost functions and curves.
- CO6: Comparing the various market structures and pricing strategies.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Course Outcome	POs/PSOs
CO1	PO1/PSO1, PSO4
CO2	PO1/PSO1
CO3	PO1/PSO1, PSO2
CO4	PO1/PSO1, PSO5
CO5	PO1/PSO1, PSO4
CO6	PO1/PSO1, PSO4

MLSC0004: Management Concepts and Applications

Objectives :

- » To explore the basics of management and various dimensions of management.
- » To analyze communication situations and develop effective communication strategies and Communicate persuasively
- » Use visuals/graphics for impact and Make successful formal and informal presentations

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Management: Concept, Nature, Importance; Management: Art and Science, Management As a Profession, Management Vs. Administration, Management Skills, And Levels of Management. Evolution of Management thoughts : Early contributions, Taylor and Scientific Management, Fayol's functional Management Approach , Bureaucracy, Hawthorne Experiments and Human Relations movements , Chester I Barnard and Social System Approach, Decision Theory Approach. Business Ethics and Social Responsibility	(7 Sessions)
UNIT –II	Planning: Concept, Types, Process, and Barriers to Effective Planning and key principles of Planning. Concept of planning premises, Models of Decision Making and Decision Making techniques.	(4 Sessions)
UNIT – III	Organizing: Concept, Dimensions of Organizational Structure, Departmentation, Span of Control, Delegation of Authority, Authority, Responsibility and Accountability.	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Staffing: Concept, objectives and process. Elements of Staffing: Concepts of Manpower Planning, Job Analysis , Recruitment & Selection, Training & Development, Performance Appraisal	(5 Sessions)
UNIT – V	Directing: Concept of Direction and Supervision. Functions & qualities of supervisor. Motivation: Concept, Maslow's Theory, Herzberg's two factor theory, Theory X , Theory Y and Theory Z , Relationship b/w Morale and Productivity	(5 Sessions)

UNIT – VI	Leadership: Concept and Functions, Leadership style, Leadership traits, Managerial Grid Controlling: Concept, Types of Control, Principles and Process of Control	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Stoner, Freeman, & Gilbert, Jr. 6th Edition. Management. Prentice Hall of India. 2008
- Harold, K. & Heinz, W. Essentials of Management. 5th Edition. Tata McGraw Hill. 2008

Reference Books:

- Robbins & Coulter. Management. 9th Edition. Prentice Hall of India 2007.
- Robbins, S. P., & Decenzo, D. A. Fundamentals of Management: Essential Concepts and Applications. 6th Edition. Pearson Education. 2007
- Weihrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (McGraw Hill, 12 Edition) 2008

FOCUS: This course focuses on Skill Development aligned with **CO2 and CO3** outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of basic concepts of management, management theories, ethics in business and social responsibility of business.
- CO2: Understanding of role of planning and decision making in managing business situations
- CO3: Application of organizing strategies for better handling of business and resources
- CO4: Application of staffing concepts and utilizing human resources effectively
- CO5: Understanding of direction and motivation in managing human resources
- CO6: Application of leadership and controlling in attaining organizational objectives

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Course Outcome	POs/PSOs
CO1	PO1,/PSO1
CO2	PO1,/ PSO1,PSO2
CO3	PO2,/ PSO1,PSO2
CO4	PO2,/ PSO1,PSO2
CO5	PO3,/PSO1,PSO4
CO6	PO2,PSO1

MLSC0005: Managerial Communication

Objectives:

- To enable students, analyze communication situations and develop effective communication strategies
- To develop skills for communicate professionally and persuasively
- To make students learn skills for successful formal and informal presentations.

Credits:3

L-T-P-I: 3-0-0-0

UNIT – I	Communication at workplace: Understanding Corporate communication, Objectives and Role of Communication, Process of Communication, Channels and Types of Communication, Communication Network, The C's of Good Communication, Barriers of Communication	(5 Sessions)
UNIT –II	Verbal communication: Introduction, Oral and Written communication- letter writing and report writing, Technology enabled Communication Business Presentations: Elements of Business Presentation, Visual & Audio aids in Presentation. Designing a Presentation, Effective listening, Types and Process	(5 Sessions)
UNIT – III	Non- Verbal Communication: Body language: concept, importance, kinesics and its various elements: Eye Contact, Facial Expression, Gestures, Postures, Chronemics. Oculistics. Color as Non- verbal Communication, Haptics, Proxemics Paralanguage: Concept, Importance, Elements/Parts of Paralanguage: Voice, Word Stress, Pitch, Pause, Rate, Volume, And Articulation.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Employment Communication Group Discussions: Introduction, Concept, Purpose, Types of Group Discussion Strategies to Succeed, Dos and Don'ts Interview Skills: Introduction, Concept, Purpose, Types of Interview, Tips for Success in Interviews, Employer's Preparation, Dos and Don'ts.	(5 Sessions)
UNIT – V	Business Etiquettes: Introduction, Concept, Significance, Golden Rule of Etiquettes, Exchanging Business Cards, Dining Etiquettes, Telephonic Etiquettes, netiquettes, Interacting with	(5 Sessions)

	foreign clients (Japanese, American Arabic Clients).	
UNIT – VI	Group Communication Media Management: Press Release, Press Report, Press Conferences, Public Speaking. Meetings, Negotiation, Nature and Factors affecting Negotiation, Process of Negotiation, Managerial Importance of Negotiations, Negotiation Strategies	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Lesikar, R. V., &Petitt, J. D. Jr. .Business Communication: Skills for Empowering the Internet Generation. 10th Edition. Tata McGraw-Hill Publication.2005

Reference Books:

- Mohan, Krishna &Banerji M. Developing Communication Skills. Macmillan Publishers India Ltd.2008
- Sharma, R. C. & Mohan, K. Business Report Writing and Correspondence: Practical Approach to Business and Technical Communication. 3rd Edition. Tata McGraw-Hill Publication.2002
- Chaturvedi, P. D., &Chaturvedi, M. Business Communication: Concepts, Cases and Applications. Pearson Education.2007

FOCUS: This course focuses on Skill Development aligned with CO2 and CO3 outcome.

Course Outcomes:

- CO1:Understand the concept, process and barriers of corporate communication
- CO2: Explain verbal communication and business presentations with its implications
- CO3: Define the concept of Non Verbal Communication
- CO4: Understand the concept of Interpersonal communication
- CO5: Explain cross-cultural communication and its implication while interacting with foreign client
- CO6: Understand the concept of Media management and Business negotiation

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO4
CO2	PO1/PSO1,PSO5
CO3	PO1/PSO1,PSO2
CO4	PO1/PSO1, PSO2
CO5	PO1/PSO1,PSO3
CO6	PO1/PSO1,PSO4

MLSC0007 : Computer Applications in Business Management

Objectives :

- To provide knowledge to students in using computers for organization and analysis of data for business needs.
- To familiarize students with the computer hardware and software and applications of software in various business domain needs.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT I.	<p>Introduction to Computer System: Basic Computer Organization: Introduction, features and capabilities, components of computer system, classification of computers; Applications of Computers in Business.</p> <p>MS Word: Features, Creating, Saving and Opening Documents in Word Advanced Features of MS Word, Find & Replace, Using Thesaurus, Using Auto- Multiple Functions, Mail Merge, Handling Graphics, Tables & Charts.</p> <p>MS-Excel: Worksheet basics, creating worksheet, heading information, data, text, dates, alphanumeric values, Opening and moving around in an existing worksheet, Toolbars and Menus, Working with single and multiple workbook. Working with formulae & cell referencing, Auto sum, coping formulae, Absolute & relative addressing, Worksheet with ranges, formatting of worksheet, Previewing & Printing worksheet, Graphs and charts, Database Creating and Using macros,</p> <p>MS Power Point: Creating slide show with animations.</p> <p>Software's: MS Word, MS power Point, MS Excel, Outlook, Internet</p>	6 Sessions
UNIT II.	<p>Computer Languages: Low level Machine, Assembly and high level languages, Compiler, Assembler and interpreter, Generation languages.</p> <p>Number System: Decimal, Binary, Octal, Hexadecimal and their Conversions</p> <p>Operating systems: Definition, Characteristics, and Classification</p>	5 Sessions
UNIT III.	<p>Computer Networks: Definition and data communication methods, Computer topology LAN, MAN, WAN</p> <p>Wired Media of Data communication: STP, UTP, Coaxial, Fiber Optic wires</p> <p>Internet: Introduction of Internet, Functioning of Internet, Applications of Internet like WWW, FTP, Telnet, etc. ISP, Web server, Web Browser, Domain names, Email, Mail server, search engine, web portal, other internet common terms</p>	4 Sessions
UNIT IV	<p>Database Management System: Overview of DBMS; Components of DBMS. Concept, Characteristics, Objectives,</p>	4 Sessions

	Advantage & limitations, entity, attribute, schema, subschema, RDBMS, MS Access. E-commerce: Introduction, Comparison between Traditional commerce and E-commerce, Advantages & Disadvantages of e-commerce, Issues in Implementing Electronic Commerce.	
UNIT V	Accounting Information System :- Introduction to Accounting Packages: Preparation of vouchers, invoice and salary statements; maintenance of inventory records; maintenance of Accounting books and final accounts; financial reports generation. Software – Wave Accounting	5 Sessions
UNIT VI	Human Resource Information System :- Use of various HR application – 360 Degree Feedback, Applicant Tracking, Attendance Tracking Marketing Information System:- Brand Management, Campaign Management, Email Marketing, Mailroom Management, Contact Management Software's – QuickBase, HRIS	6 Sessions

Text Books:

- Bharihoke, D. Fundamentals of Information Technology. New Delhi: Excel Books, 2009
- Norton, P. Introduction to Computers. New Delhi: Tata McGraw Hill Publications, 2006
- RitendraGoel& D.N. Kakkar . Computer Applications in Management. New Delhi: New Age International (P) Ltd, 2004

Reference Books:

- Basandra, S. K. Computers Today. Greater Noida: Galgotia Publication Pvt. Ltd. 2003
- Leon, A., & Leon, M. Introduction to Computers. New Delhi: Vikas Publishing House Pvt. Ltd. 1989

FOCUS: This course focuses on Skill Development aligned with **CO3** and **CO4** outcome.

Outcomes: After completion of course, the student will be able to:

- **CO1 :** Understand the basics of computer and use of ms word and use of keyboard shortcuts to perform tasks. Demonstrate hands on experience on MS Excel & Advance Excel utilities
- **CO2 :** Apply knowledge of computer language, number system and operating system in solving real life problems.
- **CO3 :** Apply knowledge of Data Communication and Computer Networks. Student will find themselves at a moderate level of expertise in knowing DCN, from where they can take their career to next level.

- CO4 : Understand the concept of database management system and working of E-commerce companies.
- CO5 : Apply formulas and techniques in book-keeping and accounting as well as making of financial statements for the users of accounting.
- CO6 : Use different software in human resource management system and learn various methods of performance appraisal with the help human resource information system.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO2/PSO1,PSO2
CO2	PO2/PSO1,PSO2
CO3	PO2/PSO1,PSO5
CO4	PO1/PSO1,PSO2
CO5	PO2/PSO1,PSO3,PSO4
CO6	PO4/PSO1,PSO4

MLS0009: Legal Aspects of Business

Objectives:

- » To make the student aware about the basic act The Contract Act 1872 so that the fair level of understanding can be developed.
- » Getting them acquainted with the other mercantile laws like Sales of good, Company Act and IT Act.
- » That how it will be like a package for all the aspirants to understand at least the entry level complexities in Law by own.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Introduction:- Meaning of Law. Contract: Concepts and essentials, Valid Contract - Offer and Acceptance, Consideration and its exceptions, Capacity to Contract, Free consent and its types, Breach of a Contract, Remedies for breach of contract, Quasi contracts, Contract Act, 1872	(8 Sessions)
UNIT –II	Consumer Protection Act, 1986.	(3 Sessions)
UNIT –III	Contract of Sale and its essentials, Express and implied Conditions and Warranties, Delivery, Right of Unpaid Seller against the Goods- Sale of Good Act, 1930	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	LLP: Meaning, Salient features and Advantage. Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association.	(4 Sessions)
UNIT – V	Prospectus, Kinds of Companies, Directors: Powers and duties, Meetings, Winding up- Companies Act, 2013	(8 Sessions)
UNIT – VI	Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Secure Electronic Records and Secure Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences- I.T. Act, 2000	(3 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- »» Porwal,L.M. & Kumar, S. Business Law. N. Delhi, Virnda Publication Ltd.2010
- »» Kapoor,N.D. Elements of Merchantile Law. New Delhi: Sultan Chand & Sons.2009
- »» Tulsian, P.C.Businesslaw.NewDelhi:Tata McGraw Hill Publishing Company Ltd.2006

Reference books:

- »» ICAI University Press Hyderabad. ,Business Law. 2005
- »» Kuchhal, M.C. Business Law.New Delhi: Vikas Publishing House Pvt Ltd. 2005
- »» Gulshan, S.S.Businesslaw.New Delhi: New Age International Pvt Ltd.
- »» Related Bare Acts.2007

FOCUS: This course focuses on Employability/Entrepreneurship aligned with **CO2** and CO3 outcome.

Course Outcomes:

- CO1: Understand the contract Act 1872 with the Essential of Valid contract along with classifications of special contract.
- CO2: Understand the procedure given under consumer protection act.
- CO3: Able to explain the concept of contract of sale and unpaid seller.
- CO4: Understand the nature and definition of a company, Registration and related issues
- CO5: Understand the meaning of prospectus, types of companies, Directors, powers and winding up
- CO6: Able to understand the secure electronic records and secure digital signatures, , digital signature certificates etc. under I.T. Act, 2000.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1, PO2, PO4/PSO1, PSO3
CO2	PO1, PO2, PO4/PSO1 PSO2
CO3	PO1, PO2, PO4/PSO1/ PSO5
CO4	PO1, PO2, PO4/PSO1 PSO4
CO5	PO1, PO2, PO4/PSO3
CO6	PO1, PO2,/PSO1, PSO4 PO4/PSO4/PSO3

MLSC0011: Cost and Managerial Accounting

Objectives:

- » To familiarize the students with cost records/statements and principles underlying them and to develop their skills in understanding and appreciating cost information.
- » To acquaint them in brief with cost and management accounting mechanics, process and system, but emphasis is laid on sound concepts and their managerial implications.
- » To develop an appreciation about the utility of cost information as a vital input for management information and decision making process.

Credits: 3

L-T-P-I: 3-0-0-

0

Unit -I	Cost Accounting: Scope, Nature and Functions, Difference between financial accounting and cost accounting, Types of Cost.	(4 Sessions)
Unit- II	Allocation and apportionment of different elements of cost, Preparation of Cost Sheet, Costing methods.	(5 Sessions)
UNIT- III	Management Accounting: Scope, Nature, Functions, Role of Management Accounting in Managerial Decision Making. Break Even Analysis: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution and Breakeven Point and their analysis, Margin of Safety, Angle of Incidence.	(6 Sessions)
MID-TERM EXAMINATION		
Unit- IV	Concept of Budget and Budgetary Control, Types of Budgets, Static and Flexible Budgeting, Preparation of Budgets-Cash Budget, Materials Budget, Sales Budget, Production Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. Zero Base Budgeting	(6 Sessions)
Unit- V	Standard Costing and Variance Analysis: Concept of Standard Costs, Establishing various Cost Standards, Calculation of Material Variance, Labour Variance. Overhead variance.	(4 Sessions)
Unit -VI	Recent Developments in Accounting: Responsibility Accounting: Definition and Role, Centers of Control, Accounting for Price Level Changes: Inflation Accounting. Methods of Accounting for Changing Prices.	(5 Sessions)

	Concept of Transfer Pricing, Concept of Social Cost Benefit Analysis.	
* **	Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutes	

Text Books:

- » Kishore, R. M. (2006). Advanced Management Accounting. New Delhi: Taxman.
- » Khan & Jain. (2004). Management Accounting. New Delhi: Tata McGraw Hill.

Reference Books:

- » Horngrene, Datar, & Foster. (2002). Introduction to Management Accounting. New Delhi: Pearson Education.
- » Pandey, I. M. (2005). Management Accounting. New Delhi: Vikas Publication.

FOCUS: This course focuses on Skill Development aligned with **CO1** outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of Cost Accounting, its effect on decision making, types of cost and comparison between cost and Financial Accounting.
- CO2: Application of element of Costs in Accounting, Preparation of Cost Sheet and methods of Costing.
- CO3: Understanding and application of Management Accounting under Break Even Point Analysis on decision making process of Business houses.
- CO4: Application of computation of different kinds of Budget.
- CO5: Understanding the Concept of Standard Costs, various Cost Standards and Calculation of different variances.
- CO6: Understanding recent developments in Accounting viz. Responsibility Accounting and concepts of Accounting for Price level Changes.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO2
CO2	PO2/PSO2,PSO3
CO3	PO2/PSO1,PSO2
CO4	PO1/PSO2
CO5	PO2/PSO1
CO6	PO2/PSO4

MLSC0013: Business Research Methods

Objectives:

- » To create scientific attitude towards solving a management problem and impart knowledge about tools available for carrying out research
- » To introduce the basic concepts and need of research methodology that will help in data analysis and preparation of reports.
- » To understand the use of research design and software in research.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT I	Introduction to research, Motivation in research, Different types and approaches of Research, Research Process, Relevance of research	(4 Sessions)
UNIT II	Concepts of research design and classification, Exploratory-qualitative techniques, secondary data analysis, experience survey, focus groups, two stage design; Descriptive - cross sectional & longitudinal and Causal research design.	(6 Sessions)
UNIT III	Measurement and Scaling Techniques-Errors in Measurement, Tests of Sound Measurement; Scaling and Scale Construction Techniques Sampling and sampling design, Complete Enumeration or Census, Sampling Errors; Sampling Distributions.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Types of data; Methods of Data collection- Questionnaire, Interviews, Cases and Schedules.	(4 Sessions)
UNIT V	Validity and Reliability in research; Hypotheses testing; introduction to multivariate analysis	(5 Sessions)
	Interpretation of Data and Report Writing- Precautions in report	

UNIT VI	writing, Creating a Database and its Use for Statistical Analysis, Styles of Referencing, Plagiarism. Applications through SPSS.	(6 Sessions)
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- Copper, Donald R. (2004). Business Research Method. New Delhi: Tata McGraw Hill Publishing Company New Delhi.
- Sekaran, U. (2008). Research Methods for Business: A Skill Building Approach. New Delhi: John Wiley & Sons Inc. New Delhi.

Reference Books:

- Zikmund, W. G. (2009). Business Research Method. Cengage Learning. New Delhi.
- Collis, J., & Hussey, R. (2003). Business Research. Palgrave Macmillan, Hampshire.
- Beri, G. C. (2005). Marketing Research. Tata McGraw-Hill Publication. New Delhi.
- Bhattacharyya, D. K. (2004). Research Methodology. 1st Edition. Excel Book Publication.
- Kothari, C. R. (2004). Research Methodology. New Age International Publication. New Delhi.

FOCUS: This course focuses on Skill Development/Employability aligned with **CO1** outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Able to understand the importance of research in Business Decision making.
- CO2: Identifying and compare the various methods of research design applicable in business research.
- CO3: Explain and understand the scaling and sampling concept in research.
- CO4: Able to describe the data collection methods
- CO5: Carry out reliability, validity and hypotheses testing for various business related issues.
- CO6: Describe and illustrate the various components of research report writing.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO2
CO2	PO2/ PSO1,PSO2
CO3	PO2/ PSO1,PSO2
CO4	PO1/ PSO1,PSO2
CO5	PO2/ PSO1,PSO2,PSO3
CO6	PO2/ PSO1,PSO2

MLSC0014: Statistical Analysis for Supply Chain Management

Objectives:

- » To provide students with the understanding of role of statistical techniques in business research analysis.
- » To familiarize the students with various statistical and analytical tools so that they can benefit from use of appropriate statistical techniques to Decision-Making situations.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Introduction Introduction of statistics, types of statistical methods, importance, scope and limitations, Data classification, tabulation and representation (Graph and Chart)	(5 Sessions)
UNIT –II	Measures of Central Tendency: Arithmetic Mean, Geometric Mean, Harmonic Mean and Weighted Average, Median and Mode Measures of Dispersion: Range, Average Deviations, Standard Deviation, Combined Standard Deviation, variance and the Coefficient of Variation	(5 Sessions)
UNIT – III	Correlation and Regression: Introduction, Correlation Analysis – Coefficient of Correlation, Regression, Estimation using, regression lines, Multiple Regression and Partial and Multiple Correlation (overview)	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Analysis of Time series: Meaning, Utility, Components,	(5 Sessions)

	Models, Methods of Measuring Trend, how to Calculate and Eliminate Trend , measurement of seasonal effects	
UNIT – V	Probability: Basic concept Tests of Hypotheses: meaning of hypothesis, test statistics and their types, Significance Level, Hypothesis Testing of Proportions and Means and Differences between Means and Proportions (Large and Small Samples), Test based on Z- test, t – test and F -test	(5 Sessions)
UNIT – VI	Chi – Square and Non-parametric Tests : Introduction, advantages and limitations of non-parametric tests, chi-square test, Run test for randomness, Mann-Whitney U test, Wilcoxon test and Kruskal –Wallis test	(5 Sessions)
	Introduction of SPSS and MS Excel	

Text Books:

Sharma, J. K. Business Statistics. New Delhi: Pearson Education (P) Ltd. 2010.

Bali, N. P., Gupta, P. N., & Gandhi, C. P. Text Book of Quantitative Techniques. New Delhi: Laxmi Publications (P) Ltd. 2008

Reference Books:

Bajpai, N. Business Statistics. New Delhi: Pearson Education (P) Ltd. 2001

Levin, R. I. Statistics for Management. New Delhi: Pearson Education (P) Ltd. 1997

Hooda, R. P. Statistics for Business and Economics. New Delhi: Macmillan Publication. 2003

Beri, G. C. Business Statistics. New Delhi: Tata McGraw Hill Publishing Company Ltd. 2010

Gupta, S.C. Fundamentals of Statistics. New Delhi: Himalaya Publishing House. 2016

Elhance, D.N. Fundamentals of Statistics. New Delhi: KitabMahal2008

FOCUS: This course focuses on Employability aligned with **CO2** outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the various aspects of statistics for data classification and representation.

- CO2: Apply statistical concepts of measure of central tendency and measure of dispersion for data analysis.
- CO3: Apply correlation and regression methods in order to obtain the relationships between variables and datasets.
- CO4: Apply time series method to analyze historical data to fit trend and to find seasonal variations.
- CO5 Apply large sample and small sample tests to test hypothesis for averages.
- CO6: Understand basic concepts of probabilities.
- CO7: Apply Chi Square and Non-Parametric tests for independency of attributes and for study of averages and randomness of data.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1, PO2/PSO1,PSO2
CO2	PO1, PO2/ PSO1,PSO2
CO3	PO1, PO2/ PSO1,PSO2
CO4	PO1, PO2/ PSO1,PSO2,PSO3
CO5	PO1, PO2/ PSO1,PSO2
CO6	PO1, PO2/ PSO1,PSO2
CO7	PO1, PO2/ PSO1,PSO2

MLSC0021: Fundamentals of Marketing Management

Objectives:

- »» To introduce students to the basics of marketing, dealing competition and familiarize students with marketing mix decision.
- »» To create awareness about the latest trends and developments in marketing and enhance their problem-solving and decision-making abilities in strategic areas of marketing.
- »» To get students to think as business & marketing professionals involved in the effort of a modern day business organization.

Credits: 3

L-T-P-I: 3-0-0-

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UNIT No.	Content	Teaching Hours
UNIT – I	Introduction of Marketing, Marketing Philosophies, Elements of Marketing, Difference between Marketing and Selling, B2B Vs. B2C. Marketing Mix, Marketing Information System.	(5 Sessions)
UNIT –II	Concept of Consumer Buying Behavior, its Types, Process and determinants. Market segmentation, Targeting and Positioning: Segmenting Consumer and Business Markets–Bases, Purpose and Process,	(5 Sessions)

	Market Targeting, Positioning – Nature and Importance, Differentiating the Product	
UNIT – III	New Product Development: Planning and Process, Failure of New Products. Concept, Stages & Strategies of Product Life Cycle. Competitive strategies for Leaders, Challengers, Followers and Nichers.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Product-Mix: Product Characteristics and Classification, Product Differentiation, Product Hierarchy, Product System & Mixes, Product line and length analysis, Packaging, Labeling, Warranties & Guarantees Pricing Decisions: Understanding Price, Setting the Price, Adapting the Price, Initiating & Responding to Price Changes.	(5 Sessions)
UNIT – V	Promotion Mix: Advertising, Sales Promotion, Sales Promotion techniques, Personal Selling, Public Relations, Direct Marketing, and Publicity, Factors in setting Promotion mix.	(4 Sessions)
UNIT – VI	Channels of Distribution: Channel of Distribution for Consumer/ Industrial Products, Functions Performed by Channel Members, Channel design decisions. Channel dynamics: Vertical Marketing Channel, Horizontal Marketing Channel, Factors Affecting Channel Distribution, Channel conflict Retailing/wholesaling: Functions and Classifications. New trends in Marketing Management	(6 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Kotler, P. Marketing Management, Analysis Planning, Implementation and Control. 12th Edition. Pearson Education.2007
- Kotler, P., & Keller, K. L. .Marketing Management. 12th Edition. Pearson Education.2007
- Kotler, P., & Armstrong, G..Principles of Marketing. 12th Edition. Pearson Education.1999

Reference Books:

- » Ramaswamy, V. S., & Namakumari, S. Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context. 3rd Edition. McMillan Publication.2002
- » Kumar, A. & Meenakshi, N. Marketing Management. Vikas Publishing House.2008

- »» Czinkota&Kotabe. Marketing Management. 2nd Edition; Australia : Thomson Learning.2001
- »» Saxena, R. Marketing Management. 3rd Edition. Tata McGraw-Hill Publication.2003

FOCUS: This course focuses on Employability aligned with **CO2** outcome.

Outcomes:After completion of course, the student will be able to:

- O1: Understanding the concept of marketing management and its application
- O2: Apply the concept of segmentation, targeting & positioning to understand its role in managing marketing practices
- O3: Understanding the concept of new product development & product life cycle in marketing of products
- O4: Understanding the concept of product mix and role of pricing strategies in marketing
- O5: Understanding the concept of promotion mix and its application aspect in marketing
- O6: Understating the concept of distribution channel and associated channel dynamics in marketing management

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
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CO1	PO1/PSO1,PSO2
CO2	PO2/PSO1,PSO2
CO3	PO2/PSO2, PSO4
CO4	PO1/PSO1
CO5	PO2/PSO1,PSO2
CO6	PO2/PSO1, PSO4

MLSC0017: Finance for Managers

Objective:

- » To learn the financial tools needed to make business decisions.
- » To get a basic insight of corporate finance theory, but emphasizes the application of theory to business decisions.

Credits:03

L-T-P-J: 3-0-0-0

UNIT I	Overview of Financial Management: Traditional and Modern Approach of Financial Management; Objective: Profit vs. Wealth Maximization and Shareholders value- EPS Maximization; Managerial role and responsibilities in modern financial management. Risk and Return; Time Value of Money	(5 Sessions)
UNIT II	Investment Decisions Capital Budgeting Decisions in a Business Firm -Traditional Approach: Payback Period Method, Average Rate of Return Method, Time-Adjusted Methods: Net Present Value, Internal Rate of Return Method, Profitability Index Method, Discounted Payback	(6 Sessions)

	Period Method. Investment Decision criteria for Managers	
UNIT III	Cost of Capital Components of Cost of Capital, Debt vs. Equity. Cost of Equity, Cost of Preference shares, Cost of Debt ,Cost of Retained Earnings. Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital.	(4 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Capital Structure Decisions: Capital Structure vs. Financial structure – Capitalization. Leverages: Financial Leverage, Operating Leverage and Composite Leverage. EBIT-EPS Analysis, Indifference of Financial Leverage. Theories –NI, NOI approach, The Modigliani Miller theory.	(5 Sessions)
UNIT V	Dividend Decisions: Dividends and Value of the Firm - Relevance of Dividends; Factors determining Dividend Policy. Dividend & Valuation of the firm-The Basic Models: Walter Model and Gordon Model.	(6 Sessions)
UNIT VI	International Financial Management: Foreign exchange market and its functions, Foreign exchange rate, PPP theory, interest rate parity theory, International Fischer effect	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- R. M. Kishore, “Financial Management- Theory, Problem, Cases”: Taxmann Publication (New Delhi), 2020.
- I. M. Pandey, “Financial Management”, Vikas Publishing House, 2016.

Reference Books:

- M. Y. Khan and P. K. Jain, :Financial Management”: Tata McGraw-Hill Publication, 2018.
- P. Chandra, “Financial management”: Tata McGraw-Hill Publication, 2011.
- R. Brealey, S. Mayers, F. Allen, and P. Mohanty, “Principle of Corporate Finance”:Tata McGraw-Hill Publication, 2018.

- S. N. Maheswari, “Financial Management”: Vikas Publishers, 2007.

FOCUS: This course focuses on Skill Development aligned with **CO1** outcome.

Outcome: After completion of course, the student will be able to:

- CO1: Understand the basic of finance management concepts like time value of money, return, and risk as the building blocks of finance theory.
- CO2: Describe the financial viability of capital budgeting exercise in various situations
- CO3: Understand the concept of cost of capital and its component.
- CO4: Understand the theories of the relationship between capital structure and the value of the firm.
- CO5: Analyze the dividend and valuation of the firm.
- CO6: Understand the Foreign exchange market, functions and its theories.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1,PO5,PO3/PSO1,PSO5
CO2	PO1/PSO1, PSO2
CO3	PO1,PO4/PSO1,PSO2
CO4	PO1,PO5/PSO1
CO5	PO2/PSO3,PSO4
CO6	PO1/PSO1, PSO4

MLSC 0018: Management of Human Resource

Objective:

- ▶▶ To develop a holistic understanding of management of HR starting from procurement to separation in an Organization.

Credits: 03

L-T-P-J: 3-0-0-0

UNIT I	Emergence of concept of Personnel Management, HR concept, objectives, Functions. Difference between Personnel management and Human resource management. Concept of Human resource Development, Recent Trends in HR.	(4 Sessions)
UNIT II	Concept and process of Planning Human Recourse requirement. Job Description, Job Specification, Introduction of HRI, HR Accounting and Audit.	(5 Sessions)
UNIT III	Talent management: Recruitment procedure, methods and sources of recruitment, election Procedure and various selection tests. Training and Development: Training issues and challenges, Training s Development, different phases of Training: Assessment Phase, Implementation Phase and valuation Phase, methods of Training and management Development.	(6 Sessions)

MID-TERM EXAMINATION		
UNIT IV	Performance management: concept, significance and techniques, Identification of key Performance Areas (PA) and Key Result Areas (RA) ethical issues in performance appraisal. Concept of Potential appraisal, Feedback mechanisms	(6 Sessions)
UNIT V	Concept of Compensation management and various Components of compensation. Job valuation- Incentives, Benefits and employee welfare facilities.	(5 Sessions)
UNIT VI	Overview of Industrial relations, grievance Procedure, Collective Bargaining and its types, Workers participation in management, separation-Concept: superannuation, voluntary Retirement schemes, Resignation, Discharge, Dismissal, suspension, Layoff.	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Rao, V.S.P. Human Resources Management. Excel Books. New Delhi. 2010.

Reference Books:

- Flippo, E. B. Personnel Management. New Delhi: Tata McGraw-Hill International Series. 2008.
- Gomez, M. & Balkin. Managing Human Resources. Pearson Education. New Delhi. 2008.
- Rao, P. Essentials of Human Resources Management & IR. (3rd Edition). Himalaya Publishing House. New Delhi. 2007.
- Aswathappa, K. Human Resource management / Text & Cases. Tata McGraw-Hill Publication. New Delhi. 2008.
- Aquinas, P.G. Human Resource Management. Vikas Publishing. New Delhi. 2009.
- Ivancevich, John M. Human Resource Management. Tata McGraw-Hill Publication. New Delhi. 2005.

Monappa, A., & Saiyadain, M. S. Personnel Management. Tata McGraw Hill Publication. New Delhi. 2006.

Snell & Bholander. Human Resource Management. Cengage Learning. New Delhi. 2007.

FOCUS: This course focuses on Skill Development aligned with **CO3** outcome.

Outcome: After completion of course, Students will be able to:

- CO1: Understand the evolution, trends and emerging issues in HRM.

- CO2: Understand the concept of human resource planning, job analysis, recruitment and selection.
- CO3: Apply the methods of training and development.
- CO4: Understand the various methods of performance appraisal system.
- CO5: Understand the compensation and its management system.
- CO6: Understand the concept of industrial relations and employee separation.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1,PO3,PO5/PSO1,PSO3
CO2	PO1,PO5/PSO1,PSO2
CO3	PO1,PO2/ PSO1,PSO5
CO4	PO1/PSO3,POS2
CO5	PO1/PSO1, PSO4
CO6	PO1.,PO4/PSO1,PSO5

MLSC0020: Optimization in Operations Research

Objectives :

- » To enable in understanding the role and relevance of operations research in management.
- » To enable them to use these techniques optimizing the profitability and solving the business problems of the organization.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT I	Introduction of operation research, Scope, Nature and its Applications in Decision Making. Decision theory: Introduction, Types of Environment, Certainty, Uncertainty, Conflict and Risk, Payoff and Retreat Tables Decision Rules – One Stage Decision Making Problem and Multi Stage Decision Making Problem: Decision Tree.	(5 Sessions)
UNIT II	Linear programming: Mathematical Formulations of LP Models for Product-Mix Problems; Slack and Surplus Variables, Standard	(6 Sessions)

	form of LPP, Graphical method, Simplex Method and Big M method for Solving LP Problems and Concept of Duality	
UNIT III	Transportation problem: Various Method of finding Initial Basic Feasible Solution; N-W Method, Least Cost Method, VAM Method, and Optimality; MODI Method, its Application Assignment model: Algorithm and its Applications.	(4 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Game Theory: Concept of Game; Two-Person Zero-Sum Game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game Sequencing Problem: Johnsons Algorithm for n - Jobs and Two - machines, n - Jobs and Three - Machines, Two - jobs and m - Machines Problems.	(7 Sessions)
UNIT V	Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential Distribution in Estimating Arrival Rate and Service Rate; Applications of Queue Model for Better Service to the Customers.	(4 Sessions)
UNIT VI	Project Management: Introduction, Rules for Drawing the Network Diagrams, Application of CPM and PERT Techniques in Project Planning and Control.	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Vohra, N. D.. Quantitative Techniques in Management. Tata McGraw-Hill Publishing Company Limited, New Delhi, 2008.

Reference Books:

- Sharma, J. K.. Operations Research. Macmillan Publication. New Delhi, 2006.
- Taha, H.A. Operations Research: An Introduction. Pearson Education. New Delhi, 2008.
- Swarup, K. Operations Research. Sultan Chand & Sons. New Delhi, 2008
- Sharma, S.D.. Operations Research. KedarNath Ram Nath. Meerut, 2005.
- Gupta, P. K., &Hira, . Operations Research. S. Chand & Company Ltd. New Delhi, 2008.

FOCUS: This course focuses on Employability/Skill Development aligned with **CO1** and **CO2** outcome.

Outcomes: After completion of course, the student will be able to:

- **CO1:** Understand the role of OR in achieving organizational goals and development of value based leadership

- CO2: Implement Linear Programming problems model for managerial , social and Scientifics problems using graphical and simplex method.
- CO3:Implement mathematical model for transportation and assignment problems to optimize resources.
- CO4:Implement game theory problems for two person pure and mixed strategy zero sum game using dominance and graphical method.
- CO5:Implement sequencing problems for n jobs and m machines using Johnsons algorithm.
- CO6: Implement queue model for better management of resources
- CO7:Execute CPM and PERT techniques, to plan, schedule, and control project activities.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1,PO5,PO3/PSO1,PSO2,PSO5
CO2	PO1, PO2/ PSO2,PSO4
CO3	PO1, PO2/ PSO1,PSO2
CO4	PO1, PO2/ PSO1,PSO2,PSO3
CO5	PO1, PO2/ PSO1,PSO2,PSO3
CO6	PO1, PO2,PO4,/ PSO1,PSO2,PSO5

MLSC0031: Principles of ERP

Objectives:

- » The course is designed to provide basic knowledge & understanding of typical ERP
- » Systems, and the advantages and limitations of implementing such systems;
- » It further develop students' skills in ERP systems: the principles of ERP systems, their major components, and the relationships among these components;
- » The basic concepts of ERP systems for manufacturing or service companies.

Credits: 3

Text Books:

- Monk & Wagner, Concepts in Enterprise Resource Planning, Forth Edition, Pearson, 2019.

Reference Books:

- Bansal, V., Enterprise Resource Planning Systems, Pearson, 2019.
- Brian, I., Eric, K., Enterprise Resource Planning Systems 2017: 12 Frequently Asked Questions About Enterprise Resource Planning Systems, Strategic Systems Group, Inc., 2017.
- Michael, W. P., Directing the ERP Implementation: A Best Practice Guide to Avoiding Program Failure Traps While Tuning System Performance (Resource Management) 1st Edition, CRC Press, Taylor & Francis Group, 2015.

Module No.	Content	Teaching Hours
UNIT I	Development of ERP systems: Functional area information systems, Evolution of information systems, ERP software emerges: SAP and R/3, ERP for midsize and smaller companies Choosing consultants and vendors, Significance and benefits of ERP software and systems	(5 Sessions)
UNIT II	Marketing Information Systems and Sales Order Process: Sales and Distribution in ERP, A Standard Order in SAP ERP, Customer Relationship Management (CRM)	(5 Sessions)
UNIT III	Production And Supply Chain Management Information Systems: Production Planning Process: SAP ERP Approach to Production Planning, Materials Requirements Planning (MRP), ERP and Suppliers	(5 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Accounting In ERP Systems: Accounting Activities, Operational Decision-making Problem: Credit Management, Product Profitability Analysis, Management Reporting with ERP systems	(5 Sessions)
UNIT V	Human Resources Processes With ERP: Human Resources with ERP software, Advanced SAP ERP Human Resources features, Additional Features.	(5 Sessions)
UNIT VI	Process Modeling, Process Improvement, and ERP Implementation: Process Modeling, Process Improvement, ERP work flow tools, Implementing ERP systems, Implementation and Change Management, Business Intelligence (BI), Mobile Computing And The Cloud, Radio Frequency Identification (RFID) Technology, Business, Intelligence/Business Analytics, In-Memory Computing, Mobile Computing, From Internet-Enabled To Cloud Computing.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

- Michael, H.K., Thomas, F. W., ERP: Making It Happen: The Implementers' Guide to

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO1 and CO3 outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understand of basic concepts of ERP & its management,
- CO2 : Understand the concept of Marketing information system and its significance in business decision making and achieving organizational goals.
- CO3 :Understand use of ERP tools and technique in production and supply chain management information system to gain value based leadership.
- CO 4 :Apply ERP tools in Accounting Analysis and in Operational Decision Making.
- CO 5 Understand the role and ethical aspect of advanced ERP tools in human resource management
- CO6 :Explain the different Process Modeling and its usability with the help of ERP tools implementation for process improvement.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO2,PSO5
CO2	PO2,PO5/PSO1,PSO2,PSO3
CO3	PO2,PO3/PSO1,PSO4
CO4	PO1,PO2/PSO2,PSO3
CO5	PO1,PO4/PSO1,PSO2
CO6	PO1,PO2/PSO2,PPSO4

MLSC0022: Production and Operations Management

Objectives:

- » To enable in understanding the role and relevance of operations management.
- » To enable them to use these techniques for optimizing the manufacturing process of the organization.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Introduction to Operation Management: Introduction, Historical Evolution, Scope of Operation Management, Operating System – Classification, Plant Location and Layout: Introduction, Factors influencing Plant Location, Selecting a Suitable Location, Location Models, Plant Layout and its Classification of Layout	(5 Sessions)
UNIT–II	Material Handling: Introduction and Meaning, Objectives and Principles of Material Handling, Selection of Material Handling Equipments, Evaluation of Material Handling System, Material Handling Equipments, Guidelines for Effective Utilization of Material Handling Equipments, Material Management: Introduction and Meaning of Material Management, Scope of Material Management, Material Planning and Control, Purchasing, Store management, Inventory Control, Standardization, Simplification, Value Analysis, Ergonomics, JIT Manufacturing.	(4 Sessions)
UNIT –III	Production Planning and Control: Introduction and Meaning, Need for Production Planning and Control, Objective of Production Planning and Control, Phase of Production Planning and Control, Operation Planning and Schedule System, Aggregate Planning, Master Production Schedule, Material Requirement Planning, Capacity Planning, Routing, Scheduling.	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Quality Control: Introduction, Quality, Inspection, Quality Control, Statistical Quality Control, Quality Circle. Work Study: Introduction, Productivity, Work Study, Method Study: Motion Study, Work Measurement, Time Study Quality Assurance and Certification: ISO 9000, ISO 9004, ISO 14000 Series	(6 Sessions)
UNIT – V	Maintenance Management: Introduction and Meaning, Objectives of Maintenance, Types of Maintenance, Maintenance Planning, Maintenance Scheduling, Total Quality Maintenance, Total Productive Maintenance	(4 Sessions)
UNIT – VI	Waste Management: Introduction and Meaning, Identification and Control of Waste, Disposal of Scrap. Automation: Introduction, Types of Automation, Computer Integrated Manufacturing, Reason of Automation, Advantages of Automation, Automation Strategies.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Everett, A. Ronald, J. & Ebert, J. Production and Operations Management: Concepts, Models and Behavior. New Delhi: Prentice Hall of India Private Limited.2007

- Bedi, K. Production and Operation Management. New Delhi: Oxford University Press.2010

Reference Books:

- Chary, S. N. Production and Operations Management. New Delhi: Tata McGraw-Hill Publication.2010
- Chunawala& Patel. Production and Operation Management. Mumbai: Himalaya Publishing House.2009
- Goel, B. S. Production Operations Management. Meerut: PragatiPrakashan.2010

FOCUS: This course focuses on Employability/Skill Development aligned with **CO1** and **CO2** outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the concept and scope of operations management in order to achieve organizational goals
- CO2: Determine the best possible location options using methods like break even analysis and factor rating.
- CO 3: Understand significance of production planning and control in developing organizations value based leadership
- CO 4: Explain the work study and statistical quality control system in order to assure quality and ethical business practice..
- CO5: Differentiate various types of maintenance systems.
- CO6: Describe the waste management and automation related strategies

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
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CO1	PO1,PO5/PSO1,PSO2
CO2	PO1,PO2/PSO1, PSO3
CO3	PO1,PO3 /PSO1,PSO4
CO4	PO1,PO4/PSO1,PSO4,PSO5
CO5	PO1/PSO1,PSO4,PSO5
CO6	PO1,PO4,PO5/PSO3,PSO4,PSO5

MLSC0023: Logistics in Business Efficiency

Objectives:

- » Understand the framework and fundamentals of Supply Chain Management especially logistics related activities as the foundation for building and sustaining high performance and effectiveness in the organization.
- » Develop an understanding of the significance of Supply Chain Management to achieve cost effective supply and distribution of goods & services to meet varying customer demand.
- » Demonstrate the ability to analyze and apply critical thinking and learning skills related to "real life" problems and situations

Credits: 3

L-T-P-I: 3-0-0-0

Module No.	Content	Teaching Hours
UNIT I.	Introduction to Logistics: Concept of Logistics and Logistics Management, Logistics Activities, Logistics for Economy: Macro Prospective, Logistics Interfaces with other areas, Logistics in the firm: Factors affecting Cost and importance of logistics, Techniques for Logistics System Analysis, Approaches to analyzing logistics systems.	5 Sessions
UNIT II.	The Logistics of Business – The Logistical Value Proposition – The Work of Logistics – Logistical Operating Arrangements – Flexible Structure – Supply Chain Synchronization.	5 Sessions
UNIT III.	Transport Management: Role of transportation in SCM, Transportation Planning and Strategy, Transportation execution and control, Transportation Technology, Transport Functionality, Principles and Participants – Transportation Service – Transportation Economics and Pricing – Transport Administration – Documentation, Concept of Multi-Modalisation	5 Sessions
UNIT IV	International Logistics and Supply Chain Management: Meaning and objectives, importance in global economy, Characteristics of global supply chains, Global Supply Chain Integration – Supply Chain Security – International Sourcing – Role of Government in controlling international trade and its impact on Logistics and Supply Chain.	4 Sessions
UNIT V	Port System and International Arrangements: Introduction of Port System, Ports in India, Ports as Catalyst to India, Foreign Trade, Port capacity and Traffic throughput, Productivity of Indian Ports and Problems encountered by Ports, Government Policy Initiatives for Development of Ports in India	5 Sessions
UNIT VI	International Insurance – Cargo movements – water damage – Theft – Privacy – pilferage – Other risk – perils with air shipments – Risk Retention – Risk Transfer – Marine Cargo Insurance – Coverage A, B, C classes – Elements of air freight Policy – Commercial Credit Insurance – Size of Vessels, Tonnage, Types of	5 Sessions

	vessels- Container,Combination ships – Non vessel operating carriers	
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Text Books:

- Coyle, J. Managing Supply Chain – A Logistics Approach. 9th Edition. Cengage Learning, 2013

Reference Books:

- Levi, S. D. Second Edition. Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies. Tata McGraw-Hill.2003
- Christopher, M. Second Edition. Logistics & Supply Chain Management: Strategies for Reducing Cost & Improving Service. Pearson, India.2000
- Shapiro, J. F. Modeling the Supply Chain. Duxbury.2001
- Sople, Logistics Management. Pearson, India.
- Agrawal, D. K. Supply Chain Management-Strategy, Cases & Best Practices. Macmillan.
- Shah, J. Supply Chain Management- Text and Cases. Pearson, India

FOCUS: This course focuses on Employability aligned with **CO1** outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding the basic frame work of Logistics system and its significant in achieving firm's objectives.
- CO2: Describe the Logistical Value Proposition.
- CO3: Analyze the role of transportation in logistics systems
- CO4: Analyze the Govt. role in International Logistics
- CO5: Explain the Indian Ports systems and problems encountered.
- CO6: Differentiate among different types of international insurance and guidelines for logistics industry.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1,PO5/PSO1, PSO2
CO2	PO1,PO3/PSO2, PSO4
CO3	PO1,PO2/PSO1,PSO2
CO4	PO4/PSO1,PSO5
CO5	PO1,PO5/PSO1,PSO3
CO6	PO1/PSO4,PSO5

MLSC0031: Principles of ERP

Objectives:

- » The course is designed to provide basic knowledge & understanding of typical ERP
- » Systems, and the advantages and limitations of implementing such systems;
- » It further develop students' skills in ERP systems: the principles of ERP systems, their major components, and the relationships among these components;
- » The basic concepts of ERP systems for manufacturing or service companies.

Credits: 3

Module No.	Content	Teaching Hours
UNIT I	Development of ERP systems: Functional area information systems, Evolution of information systems, ERP software emerges: SAP and R/3, ERP for midsize and smaller companies Choosing consultants and vendors, Significance and benefits of ERP software and systems	(5 Sessions)
UNIT II	Marketing Information Systems and Sales Order Process: Sales and Distribution in ERP, A Standard Order in SAP ERP, Customer Relationship Management (CRM)	(5 Sessions)
UNIT III	Production And Supply Chain Management Information Systems: Production Planning Process: SAP ERP Approach to Production Planning, Materials Requirements Planning (MRP), ERP and Suppliers	(5 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Accounting In ERP Systems: Accounting Activities, Operational Decision-making Problem: Credit Management, Product Profitability Analysis, Management Reporting with ERP systems	(5 Sessions)
UNIT V	Human Resources Processes With ERP: Human Resources with ERP software, Advanced SAP ERP Human Resources features, Additional Features.	(5 Sessions)
UNIT VI	Process Modeling, Process Improvement, and ERP Implementation: Process Modeling, Process Improvement, ERP work flow tools, Implementing ERP systems, Implementation and Change Management, Business Intelligence (BI), Mobile Computing And The Cloud, Radio Frequency Identification (RFID) Technology, Business, Intelligence/Business Analytics, In-Memory Computing, Mobile Computing, From Internet-Enabled To Cloud Computing.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Monk & Wagner, Concepts in Enterprise Resource Planning, Forth Edition, Pearson, 2019.

Reference Books:

- Bansal, V., Enterprise Resource Planning Systems, Pearson, 2019.
- Brian, I., Eric, K., Enterprise Resource Planning Systems 2017: 12 Frequently Asked Questions About Enterprise Resource Planning Systems, Strategic Systems Group, Inc., 2017.
- Michael, W. P., Directing the ERP Implementation: A Best Practice Guide to Avoiding Program Failure Traps While Tuning System Performance (Resource Management) 1st Edition, CRC Press, Taylor & Francis Group, 2015.
- Michael, H.K., Thomas, F. W., ERP: Making It Happen: The Implementers' Guide to

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO2 outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of basic concepts of ERP & its management, Evolution and management of information systems, Understanding of different ERP software, ethics in business system and software use.
- CO2 : Exploring the understanding of the concept of Marketing & Sales, Use of ERP in management for sales planning; Concept of CRM and its management
- CO3 : Understanding of the basic concept of supply chain management & Information based system, Use of ERP tools and technique.
- CO 4 : Application of ERP tools in Accounting Analysis and in Operational Decision Making. Understand the concept of Process Modeling & its improvement and ERP implementation issues.
- CO 5 : Understanding concept of HRM and use of advanced ERP tools for its decision making process
- CO6 : Identifying and Illustrating different Process Modeling and its usability with the help of ERP tools implementation for process improvement.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1
CO2	PO2/PSO1,PSO2
CO3	PO2/PSO1,PSO2
CO4	PO1/PSO2,PSO3
CO5	PO2/PSO1,PSO2
CO6	PO2/PSO2,PPSO4

MLSC0032:Analytics for Supply Chain

Objectives :

- » To develop understanding for Supply chain Analytics
- » To understand the decision domains in supply chain analytics
- » To apply Mathematical or interpretative modeling for Supply chain decision making.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Supply chain analytics (SCA): Meaning and definition. Relationship of basic supply chain concepts with Supply chain Analytics. Importance of supply chain analytics in issues involving material, money, information and ownership.	(4Sessions)
UNIT –II	Important issues in SCA, Application of Descriptive Analytics in Supply Chain, Decision Domains in supply chain analytics.	(4 Sessions)
UNIT – III	Introduction to Modeling, Approaches for Optimization and Simulation, Modeling software, Mathematical or interpretative modeling for Supply chain decision making.	(7 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Analytics of a Transportation problem in a Supply Chain, Prescriptive analytics in network planning: Network Planning in a Supply Chain, Heuristics/optimization for Designing of Logistics Network.	(5 Sessions)
UNIT – V	Modeling Coordination Decisions, performance management using analytic techniques.	(5 Sessions)
UNIT – VI	IT Enablement of supply chains Role of ICT in Supply chains.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Supply chain management by Sunil Chopra, and Peter Meindl, Pearson.
- Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning.

Reference Books:

- D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008.

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO1 and CO3 outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding concepts of Supply chain analytics.
- CO2: Explain Decision Domains in supply chain analytics.
- CO3: Estimate the prescriptive analytics in network planning
- CO4: Design a framework for the performance management using analytic techniques.
- CO5: Compute the Descriptive Analytics in Supply Chain.
- CO6: Understand the role of ICT in supply chain.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Cos	POs/PSOs
CO1	PO1/PSO1,PSO2
CO2	PO2/PSO2
CO3	PO2/PSO1,PSO2
CO4	PO2/PSO1, PSO3
CO5	PO2/PSO3
CO6	PO1/PSO4

MLSC0033: Strategic Supply Chain Management

Objectives :

- » The basic objective of this Subject is to get familiar with Supply chain and its functions & how Supply chain management plays an important part in today's business world

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Overview of Supply Chain: Evolution of Supply Chain, Development Chain, Uncertainty & Risk, Key Issues in Supply chain management, Objectives of Supply Chain, Decision Phases in Supply Chain, Process view of Supply Chain.	(5 Sessions)
UNIT –II	Flows in Supply Chain: Flow of Product Across Supply Chain, The Flow of Information Across Supply Chain, Importance of Ownership Flow in Supply Chain, Significance of Finance Flow Across Supply Chain.	(5 Sessions)
UNIT – III	Types of Supply Chain: Made-To-Stock Supply Chain Strategy, Built-To-Order Process in Supply Chain, Assemble-To-Order Model, Significance of Engineer-To-Order.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Decisions of Supply Chain: Competitive Supply Chain Strategy, Achieving Strategic Fit, Challenges in Achieving & Maintaining Fit,	(5 Sessions)
UNIT – V	Make or Buy Decision: Framework For Strategic Alliance, Retailer Supplier Partnership, Distributor Integration, Supply Chain Network	(5 Sessions)
UNIT – VI	Strategies: Distribution Strategy, Centralized v/s Decentralized Control, Push v/s Pull System, Drivers of Supply Chain Performance	(5 Sessions)
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- Safeducate Content

Reference Books:

- Strategic Supply Chain Management: The Five Core Disciplines for Top Performance, Second Edition

- Strategic Supply Chain Management(The Development of a Diagnostic Model)

FOCUS: This course focuses on Employability/Skill Development aligned with **CO2** and CO3 outcome.

Outcomes:After completion of course, the student will be able to:

- CO1: Understanding of the basic concept of supply chain management
- CO2: Understand various types of flows in supply chain management
- CO3: Understand the various types of supply chain management strategies
- CO4: Evaluate the supply chain strategies
- CO5: Understand the buying decision process
- CO6: Understand the various strategies of supply chain performance

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1
CO2	PO2/PSO1, PSO2
CO3	PO2/PSO1,PSO2,PSO4
CO4	PO1/PSO2
CO5	PO2/PSO1
CO6	PO2/PSO2

MLSC0034:Warehouse Management

Objectives:

- » To develop the basic understanding of warehousing its functions
- » To understand the principles of warehouse management.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Introduction: Introduction to Warehousing, Evolution of Warehousing, Strategic Warehousing	(5 Sessions)
UNIT –II	Types of Warehouses & Storage Policy: Types of Warehouses, Elements & Principle of Warehouse Design	(5 Sessions)
UNIT – III	Significance of Warehouse in SCM:	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Functions & Operations: Functions of Warehouse, Warehouse Operations	(5 Sessions)
UNIT – V	Centralized and Decentralized, Storage Systems: MHEs Safety & Security.	(5 Sessions)
UNIT – VI	Warehouse Management Systems	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Safeducate Content

Reference Books:

- A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse (Kindle Edition)
- Essential Guide for Advanced Warehouse Management using Microsoft Dynamics AX

FOCUS: This course focuses on Employability/Entrepreneurship aligned with **CO1** outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the basic concept of warehousing and the changes happening in warehouse management practices.
- CO2: Understand the types of warehouses and the principles to design the warehouses
- CO3: Understand the role of warehouse in supply chain management.
- CO4: Understand the functions and operations performed in warehouses.
- CO5: Understand the difference between centralized and decentralized storage systems.
- CO6: Understand the various systems of warehouse management.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1,PO2/PSO1
CO2	PO1,PO2/PSO1
CO3	PO1,PO2/PSO1
CO4	PO1,PO2/PSO1
CO5	PO1,PO2/PSO1
CO6	PO1,PO2/PSO1

MLSO0001: Recent trends in Supply Chain Management

Objectives:

- The objective of the course is to familiarize students with the recent advancements in the field of supply chain management.
- To make students understand the value of managing the supply chain of a business enterprise by new approach & techniques.
- To understand the impact of recent trends on supply chain dynamics such as globalization, industry consolidation, technology developments & innovation.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT I	Bullwhip Effect: Concept of Bullwhip effect, Know how it originated, Various factors which contribute to this problem, possible solution to the problem	(4 Sessions)
UNIT II	Vendor Managed Inventory: Know about Vendor Managed Inventory, Need of VMI, Benefits of VMI, Limitations of VMI	(4 Sessions)
UNIT III	3PL & Cross docking: Concept of 3PL, need of 3PL, Tips for implementation of 3PL's, 4PL's Know about Cross Dock, Why Cross Dock, Benefits of Cross Dock	(4 Sessions)
MID-TERM EXAMINATION		
UNIT IV	IT enabled SCM: Enterprise Resource Planning (ERP), Warehouse Management System (WMS), Transportation Management System (TMS), Fleet Management System (FMS), Global Positioning System (GPS), Radio Frequency Identification (RFID), Order Management System (OMS)	(6 Sessions)
UNIT V	E-procurement and e-commerce: Know about E-Commerce , Business model of E-commerce, E-Commerce industry in India, IT enablement , Limitation of E-Commerce , Different Players E-Commerce	(6 Sessions)
UNIT VI	Green Supply Chain Management: Concept of Green Supply Chain, Barriers in implementation of Green Supply Chain, Benefit of Green	(6 Sessions)

	Supply chain	
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- D.K Aggarwal, "Textbook of Logistics & Supply Chain Management" By Mac Millian Publishers. 2014
- G Raghuram& N Rangaraj .Logistics & Supply Chain Management - Cases & Concepts. Mac Millian Publishers, 2016

Reference Books:

- Janat Shah. Supply Chain Management: Text and Cases, 1st Edition, Pearson, 2012
- Martin Christopher. Logistics & Supply Chain Management; Creating Value - Adding Networks, FT Press, 2010

FOCUS: This course focuses on Employability/Entrepreneurship aligned with **CO1** and **CO2** outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of the basic concept of supply chain management specifically bull- whip effect.
- CO2: Understanding the concepts and aspects of vendor managed inventory.
- CO3: Understanding of the basics of third party companies and cross docking
- CO4: Understanding of the implication of IT in supply chain management.
- CO5: Understanding of functioning e-commerce.
- CO6: Understanding the aspects of Green supply chain management.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

NUMBER	PO/PSO
CO1	PO1, PO2/ PSO1, PSO2
CO2	PO1/PSO1
CO3	PO1/PSO1,PSO4
CO4	PO1/PSO1, PSO2

CO5	PO1/ PSO1, PSO4
CO6	PO1/PSO1,PSO4

MLSO0002: Strategic and Operational issues in SCM

Objectives:

- » To familiarize students about implementation & strategic issues in supply chain management.
- » To have in depth understanding of strategy formulation, identification of areas for improvements and identification of issues in supply chain areas.
- » To impart knowledge related to performance evaluation in order to determine how well the supply chain initiative has been implemented.
- » The course explains step by step the process to identify the issues likely to arise in the process of SCM implementation as well as solution to handle these issues.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Sourcing & Purchasing, SCM Strategy: Purchasing Organization, Purchasing Procedure & Systems, Purchasing Parameters/Principles, Buyer-Seller Relations and its Importance, Negotiation - Phases & Factors of Negotiation	(5 Sessions)
UNIT –II	Production and Supply Chain Strategy: Role of distribution in Supply Chain, Factors influencing distribution network design, Design options for a distribution network, Online sales and Distribution network, Distribution network in practice	(5 Sessions)
UNIT – III	Master Scheduling& Aggregate Planning: Manufacturing execution Systems, The Nature and Importance of Work Centres, Priority rules and Techniques, Shop-Floor Control, Personnel Scheduling in Services, Role of Aggregate Planning in S.C., The A.P Problem, A.P Strategies, Role of IT in A.P, A.P using linear programming, A.P. in Excel, Building a rough Master production schedule.	(7Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Material Requirement Planning: History of MRP, The scope of MRP in Manufacturing, Implementation issues in MRP, Problems with MRP, Total Quality Management, Quality	(6 Sessions)

	inspections and Quality costs, Six-Sigma Quality, The Shingo System, ISO 9000 and ISO 14000, External Bench Marking for QI	
UNIT – V	Data Mining & Warehousing: Know about data warehousing and data mining, Look into the importance of data warehousing and mining , Emphasis on key issues in data warehousing and mining, Hands on the new methods of data warehousing and mining	(4 Sessions)
UNIT – VI	Data Mining & Warehousing: Know about decision support system, Look into the importance of decision support system, Know about Data Base Management System, Look into the importance of Data Base Management System.	(3 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Sunil Chopra, Peter Meindl.; Supply Chain Management by Prentice Hall, 2008.
- Shoshanah Cohen, Josep Roussel; The five core disciplines for Top Performance, Mac Graw Hill Professional, 2010.

Reference Books:

- Welch, Jack, Byrne, John A Jack: Straight from the Gut, Paperback, 2003
- Paul Hyland, Maree Storer ; Strategic Supply Chain Management, Pearson, 2014.

FOCUS: This course focuses on Employability/Skill Development aligned with CO1 and CO3 outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of various aspects of purchasing and its related issues used in supply chain system of an organization.
- CO2: Understanding the importance of distribution channel and supply chain strategy adopted by a manufacturing organization.
- CO3: Understanding the relevance of Master Scheduling & Aggregate Planning systems adopted by supply chain professionals.
- CO4: Understanding the importance of Material Requirement Planning for effective supply chain system of an organization.
- CO5: Understanding the inventory management decisions related to warehousing strategies and Data Mining procedures applied in logistics system of an organization.

- CO6: Acquaintance with the use of decision support system for effective warehousing system of the manufacturing organizations .

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1,/ PSO1
CO2	PO1,/PSO1
CO3	PO1,/PSO2,PSO4
CO4	PO1,/PSO2,PSO4
CO5	PO1/,PSO3
CO6	PO1,/PSO3

MLSO0003: Supply Chain Performance-Metrics & Modeling

Objectives:

- » To provide students with analytical skills that are necessary for the understanding of inventory management.
- » This subject emphasizes the importance of the roles and functions of warehousing operations in logistics and supply chain management.
- » This subject also provides students with the basic knowledge and skills regarding supply chain optimization & review techniques.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT I	Introduction : Highlight strengths and limitations of existing frameworks of SCPM, framework for classification and analysis, Overview of SCPM, evolution of supply chain performance measurement	(5 Sessions)
UNIT II	Performance Management in SCM: Concept of Performance Measurement, Performance Measurement Framework , Reason for Performance Measurement Framework, Common Features Performance Measurement Framework, An Example of framework on a cost leadership strategy, Implementation plan,	(4 Sessions)
UNIT III	Inventory Management Applications : Cycle Inventory, Role of Cycle Inventory in Supply Chain, Estimating Cycle Inventory and Related cost, Managing Multi-Echelon Inventory	(3 Sessions)

MID-TERM EXAMINATION		
UNIT IV	Managing Uncertainty in Supply Chain: Safety Inventory, Role and impact of Safety Inventory, Managing Safety Inventory in Multi - Echelon Inventory Model, Estimating and Managing Safety Inventory in Practice, Introduction to Forecasting, Qualitative forecasting tools, and Quantitative forecasting tools.	(7 Sessions)
UNIT IV	Reverse Logistics : Introduction to Reverse Logistics, Objectives of Reverse Logistics, Different types of returns categories, Performance measurement in reverse logistics	(5 Sessions)
UNIT V	Simulations in SCM : Need and Importance of Simulation in SCM, Various Alogorithms, SCOR Model, Use sales and operations planning to maximize profitability when faced with predictable variability	(6 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- SihamVakery, YuvesDallery (2014); Measurement & management of supply chain performance by Pearson.
- Stella Okoroafod (2008); Inventory procurement & control system by Prentice Hall Publisher.

Reference Books:

- Levi, S. D. et al. (2003). Second Edition. Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies. Tata McGraw-Hill.
- Christopher, M. (2000). Second Edition. Logistics & Supply Chain Management: Strategies for Reducing Cost & Improving Service. Pearson, India.

FOCUS: This course focuses on Employability/Skill Development aligned with CO2 and CO3 outcome.

Outcomes:After completion of course, the student will be able to:

- CO1: Understanding concepts of supply chain performance metrics and its classification.
- CO2: Explanation of framework for supply chain performance metrics
- CO3: Estimate the supply chain performance metrics
- CO4: Design a framework to measure supply chain performance.
- CO5: Compute the level of safety inventory.
- CO6: Understand the basics reverse logistics and SCOR model.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO2
CO2	PO2/PSO1,PSO2
CO3	PO2/PSO2
CO4	PO2/PSO1,PSO3
CO5	PO2/PSO3
CO6	PO1/PSO1

MLSO0005: Liner Shipping Business

Objectives:

- To familiarize students about the Liner Industry.
- To make students aware about different types of liner services and shipping services.
- To help in understanding the methods of leasing containers.
- To make students aware about the significance of liner agencies.

Credit:3L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT I	Introduction to Liners: Characteristics of Liner Services, Advantages & Disadvantages - Break Bulk Liner services – Roll on / off Liner services - Container Liner services – Passenger / Cruise Liner services, Types of shipping services (Liner and Tramp), Types of Liner services (Independent, Consortium), Services offered by Liners(RTW, pendulum, hub & spoke and end-to-end service), Direct vs Transshipment services – Short sea feeder services	(7 Sessions)
UNIT II	Organizational Structure: Organizational structure of a containerized Liner Shipping company – Operations, Technical & Commercial functions, Factors affecting Liner freight structure -	(5 Sessions)

	Basic freight and surcharges - Freightage for FCL, LCL, Cargo consolidation services, Electronic Data Interchange and Documentation aspects, Economics of a typical liner voyage	
UNIT III	Stevedoring and Container leasing: Handling of Liner cargo – Liner cargo stevedoring - Types of cranes used for handling liner cargo – Unitization of cargo & evolution of containerization –Advantages and Disadvantages of Containerization, Ports, Multi modal transportation – Modal interfaces – Intermodal systems – Inland Container Depot (ICD) and Container Freight Station (CFS) Terminals - Types of containers & their features, applications, Methods of container acquisition viz.,purchase, leasing-container interchange services	(7 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Liner Agencies: Appointment & management of Liner Agencies - Standard Liner Agency Agreement, Port Agency functions and practices. Carriers' and Merchants' responsibilities and limitations of liability, Procedure for cargo claims including the role and responsibilities of the parties. ISPS Code	(5 Sessions)
UNIT V	Liner Industry: Liner industry structure – balancing supply and demand, capacity management options, Rationale for liner conferences, alliances, consortia, capacity management agreements, their similarities and differences ,	(3 Sessions)
UNIT VI	Regulatory System for Liner Industry: Statutory control and regulation including Federal Maritime Commission (USA), Competition Directorate (Europe). An introduction to QMS and TQM	(3 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- International Ocean Shipping: Current concepts and Principles, Abrahamsson.B.J.:Westview Press
- The competitive dynamics of Container Shipping, Gilman, S.: Gower Publishing Company World.

Reference Books:

- Jansson, J. Liner shipping economics. Springer Science & Business Media. 2012
- Sjostrom, W. Liner shipping: Modelling competition and collusion. The Handbook of Maritime Economics and Business.2002

FOCUS: This course focuses on Employability/Skill Development aligned with **CO1** and CO2 outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of the basic concept of the liner industry.
- CO2: Understanding the structural and operational characteristics of liner business.
- CO3: Understanding of the types, evolution, and other aspects of containerization and stevedoring
- CO4: Understanding of the working of different agencies involved in liner business.
- CO5: Understanding the operations of the liner industry.
- CO6: Understanding of the regulatory rules for liner business

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Course Outcome	PO/PSO
CO1	PO1/PSO1,PSO2
CO2	PO1, PO2/PSO1, PSO2
CO3	PO1/PSO1
CO4	PO1/PSO1,PSO4
CO5	PO1/PSO1,PSO4
CO6	PO1/PSO1,PSO4

MLSO0006: Recent Trends in E-Commerce

Objectives:

- »» To gain an understanding of the theories and concepts underlying e-commerce.
- »» To apply e-commerce theories and principles into the real world.
- »» To gain familiarity with exiting challenges and issues in e-commerce.

Credits: 3L-T-P-I: 3-0-0-0

UNIT – I	3Pl & Cross Docking, Green Logistics, Lean Supply Chain, Agile Supply Chain.	(5 Sessions)
UNIT –II	Outsourcing and Postponement, Supply chain re-engineering, Bull whip effect and VMI, E-Commerce and E-Procurement.	(5 Sessions)
UNIT – III	IT Enablement in SCM, E governance, Business ethics and values, IT- Security: Hacking, Encryption and coding & Cyber Laws.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	E-Retailing: Traditional retailing and e retailing, Benefits of e retailing, Key success factors, Models of e retailing, Features of e retailing. E services: Categories of e-services, Web-enabled services, matchmaking services, Information-	(5 Sessions)

	selling on the web, e entertainment, Auctions and other specialized services. Business to Business Electronic Commerce	
UNIT – V	Benefits of EDI, EDI technology, EDI standards, EDI communications, EDI Implementation, EDI Agreements, EDI Security. Electronic Payment Systems, Need of Electronic Payment System: Study and examine the use of Electronic Payment system and the protocols used, Study Electronic Fund Transfer and secure electronic transaction protocol for credit card payment. Digital economy: Identify the methods of payments on the net – Electronic Cash, cheques and credit cards on the Internet.	(5 Sessions)
UNIT – VI	Introduction to E-Commerce, Trend shaping the Indian E-commerce Industry, Role of Logistics in E-commerce, Supply Chain Management under E-Commerce, Risk and Challenges in E-commerce.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Kenneth C. Laudon, E-Commerce : Business, Technology, Society, 4th Edition, Pearson

Reference Books:

- S. J. Joseph, E-Commerce: an Indian perspective, PHI
- Elias. M. Awad, " ElectronicCommerce",Prentice-Hall of India Pvt Ltd.2.
- RaviKalakota, Andrew B. Whinston, "Electronic Commerce-A Manager's guide", Addison-Wesley

FOCUS: This course focuses on Employability/Entrepreneurship aligned with **CO1** and CO 2 outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding the concept of lean and supply chain, green logistics and third party logistics
- CO2: Apply the concept of outsourcing, procurement and inventory management in supply chain re-engineering
- CO3: Apply the concept of cyber security and cyber laws in IT enabled supply chain management
- CO4: Understanding the concept and practices in international insurance and cargo movement
- CO5: Understanding the concept of insurance policy related to air, water and earth cargo movement
- CO6: Understanding the recent trends and role of supply chain and logistics in e-commerce industry

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Course Outcome	PO/PSO
CO1	PO1/PSO1,PSO2
CO2	PO2/PSO1,PSO2
CO3	PO2/PSO1,PSO3
CO4	PO1/PSO2,PSO4
CO5	PO2/PSO1
CO6	PO2/PSO1,PSO2

MLSC 0025: Ethics and Governance in Business

Objectives:

- » To provide an overview of current thinking and developments in the field of corporate governance
- » To enable students critically examine the ethical dilemmas and to understand the importance of ethical principles and governance in globalized economy.
- » To develop an understanding of ethics and values in the business community and their relationship to corporate governance.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT I	Business Ethics: Introduction to Ethics & Business Ethics, Nature and evolution of Business ethics, Sources of Business Ethics, Ethical Decision Making, and Tucker's 5 –Question Model, Ancient ethics and culture in India, Ethics and Vedas and its application in business	(6 Sessions)
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	organizations.	
UNIT II	Ethics tools and techniques of Ethics Management: Various Tools & techniques for managing ethics, Shareholders & ethics, Application of Ethics in Marketing, Finance, HRM and SCM	(5 Sessions)
UNIT III	Framing Ethics- Corporate Social Responsibility: Concept, Definitions, Ethics and CSR, Approaches to Social Responsibilities, CSR & Corporate behavior , Corporate Social responsibility in Indian and Global Context, Environmental Issues and Sustainable Development	(4 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Conceptual framework of corporate governance: Concept, principles & need of Corporate Governance, Benefits of good Corporate governance. Theories of Corporate Governance – Agency Theory, Stewardship Theory, Stakeholder Theory Models of Corporate governance – the outsider & insider model, US & UK ,Japanese and Indian model, Mechanism of Corporate governance	(6 Sessions)
UNIT V	Corporate Governance Committees- Cadbury Committee on CG1992, Hampel Committee 1995, Confederation of Indian Industry (CII) 1996, Narayana Murthy Committee Report2003, Dr. J.J.Irani Report on company Law 2005	(5 Sessions)
UNIT VI	Agents & Institutions in Corporate Governance -Role of Board Of Directors (BOD), Roles, duties & Responsibilities of Auditors, Auditors failures leading to corporate scams- The Enron Debacle, Investors Protection in India.	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- » Fernando, A.C. Corporate Governance: Principles Policies & Practices, Pearson Education.2006
- » Aswathappa.K; Rani.J; Gundavajhala.S. Business Ethics :Concepts ,Applications ,Framework and Cu;tural Impact , HPH. 2017

Reference Books:

- » Christine, A. Mallin, Corporate Governance, Oxford. 2008
- » Velasquez, Business Ethics: Concept & Cases, Prentice Hall. 2007
- » Ferrel, L. and Ferrel, O.C. Business Ethics: A case perspective, Cengage learning. 2009

FOCUS: This course focuses on Entrepreneurship aligned with **CO3** outcome.

Outcomes: After completion of course, student will be able to:

- CO1: Understanding Business ethics and its sources with its application in business organizations.
- CO2: Illustrating the Ethics tools and techniques for managing ethics and its applications in Marketing, Finance, HRM and SCM.
- CO3: Explaining the Corporate social Responsibility and basic Environmental issues and Sustainable Development.
- CO4: Identifying the Framework of corporate governance in relations to different theories and models.
- CO5: Summarize Corporate Governance Committees group dynamics theories and stages.
- CO6: Extending various mechanism for investors protection in India with the Role of Board of Directors and Auditors failures leading to corporate scams.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Cos	POs/PSOs
CO1	PO1/PSO1,PSO2
CO2	PO2/PSO1,PSO2
CO3	PO1/PSO1,PSO4

CO4	PO1, PO3/PSO2,PSO3
CO5	PO1, PO3/PSO1,PSO3
CO6	PO1, PO4/PSO2,PSO3

MLSC 0027: International Business

Objectives:

- »» To achieve a real understanding of the complexities, opportunities & creative challenges of international business across time, space & cultures and recognize those factors which distinguish the marketing mix for overseas markets as opposed to domestic markets.
- »» To learn how to track & evaluate changes in world markets that effects the consumers demand & shape of marketers' strategies.

- » To identify & analyze ethical issues in international marketing affecting sustainable development (“green-marketing”) & social justice in business and to create awareness about the various bodies working on the international level for the promotional of international trade & business.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Conceptual Framework of International Business History, Nature & Scope of International Business, Comparison of Domestic Business and International Business, Reasons for Growth of International Business, Stages of Internationalization, EPRG Framework, Globalization , Multinational Corporations, India and International Business, Effect of Environment on International Business	(4 Sessions)
UNIT –II	International Business Theories International Trade Theories: Mercantilism, Adam Smith’s Absolute Cost Advantage Theory, Ricardo’s Comparative Cost Advantage Theory, Haberler’s Opportunity Cost Theory, Hecksher-Ohlin Theory. Foreign Direct Investment (FDI) Theories: Market Imperfection Approach, International Product Life Cycle Theory, Transaction Cost Approach, The Eclectic Paradigm.	(6 Sessions)
UNIT – III	International Business Organization Structure Importance of Organization Structure, Different forms of Organization Structure- Vertical Organization Structure, Horizontal Organization Structure, Matrix Structure. International Business Risk: Country Risk Analysis, Classification of Risk Involved- Political Risk, Socio-cultural Risk, Economic Risk, Importance of Risk Analysis for International Business, role of world bodies in International business- WTO, IMF, World Bank	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	INTERNATIONAL STRATEGIC MANAGEMENT Entry Decisions for International Business- Timing & Scale of Entry, Mode of entry in Foreign Market- Exporting, Turnkey Projects, Licensing, Franchising, Joint Venture, Wholly Owned Subsidiary by Green-Field Venture or Acquisition, Competitive Strategies for International Business- International Strategy, Multidomestic Strategy, Global Strategy, Transnational Strategy, Role of Strategic Management in International Business	(6 Sessions)
UNIT – V	International Financial Management An Overview of International Financial Management- Emergence of International Finance; Difference between Domestic Finance and International Finance; International Monetary System, International Banking Services International Marketing Management Overview of International Marketing-Nature & Scope of	(5 Sessions)

	International Marketing, International Marketing Mix Elements.	
UNIT – VI	International Human Resource Importance of HR in International Business, Recruitment & Selection in International Business, Training & Development in International business, Managing Expatriates Ethics and International Business Importance of ethics in international business, Social Responsibility of International Business.	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- » Hill, C.W. International Business. 5th Edition. New Delhi: Tata McGraw Hill, 2014.
- » Keegan, J. W. Global Marketing Management. 7th Edition. New Delhi: Pearson Education, 2007.

Reference Books:

- » Onkvisit, S., & Shaw, J. International Marketing. 3rd Edition. New Delhi: Pearson Education, 2004.
- » Aswattapa, K. International Business. 3rd Edition. New Delhi: Tata McGraw Hill, 2008.

FOCUS: This course focuses on Employability aligned with **CO1** and **CO3** outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of real complexities, opportunities & creative challenges of international business across time, space & cultures.
- CO2: Understanding of theories involved in international trade.
- CO3: Understand the concept of evaluating risk in world markets that affect the consumer demand & shape of marketers' strategies.
- CO4: Understanding of the strategies used for entry in international markets.
- CO5: Understand the various concepts used for international finance and for the marketing of international business.
- CO6: Understand ethics & social responsibility concepts in international human resource management.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Cos	POs/PSOs
CO1	PO1,PO4/PSO1
CO2	PO1,PO4/PSO1,PSO4
CO3	PO1,PO5/PSO1,PSO3
CO4	PO1,PO4/PSO4
CO5	PO1,PO4/PSO1,PSO2
CO6	PO1,PO4/PSO1,PSO4

MLSC 0035: Global Logistics

Objectives:

- » To provide an overview of the international logistics function within a firm in the context of global supply chain
- » To familiarize students with the basic logistics concepts and the terminology used in the logistics field.

- » New approaches for coordinating and working with suppliers and strategic partners in the company's global supply chain
- » Aligning the incentives of the different players throughout the supply chain to develop successful collaboration relationships
- » It will examine logistics functions interface with Order Management, Inventory Control, Transportation, and Distribution channels as integral part of the supply chain at International level.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Introduction to International Logistics: <ul style="list-style-type: none"> • Concepts, objectives and scope of logistics • Elements and importance of logistics • Relevance of logistics in international marketing • Concept of International supply chain and logistics • Forms of Logistics management • Importance of Customer service in logistics 	(4 Sessions)
UNIT –II	Shipping Transportation structure and world sea trade scenario: <ul style="list-style-type: none"> • Types of ships, shipping routes and Ship-liner and tramp • Organization of shipping company • Terminologies used in shipping industry. • Classification & characteristics of shipping company • Volume and value of trade • Flags of convenience • Conference systems 	(6 Sessions)
UNIT – III	Freight structure and practices: <ul style="list-style-type: none"> • Terminologies used in different freight structure • Factors involved in ratemaking • Basis of freight rate structure • Various cost concepts involved in freight rates • Contracts of Affreightments 	(5 Sessions)

	<ul style="list-style-type: none"> Types of sea freight rates: Linear and Tramp 	
MID-TERM EXAMINATION		
UNIT – IV	Indian Shipping : <ul style="list-style-type: none"> Shipping agents, freight forwarders and stevedore Introduction, ports in India & Development in Indian Shipping. Port Infrastructure development (PTI) Shipping Association 	(4 Sessions)
UNIT – V	Containerization: <ul style="list-style-type: none"> Introduction to containerization Concepts and types of container Inland Container Depot (ICD) Indian container scenario Problems and prospects of containerization 	(4 Sessions)
UNIT – VI	International Air Transport and Information and Technology role in International Logistics: <ul style="list-style-type: none"> Concept and importance Air cargo and tariff structure International Air Transport Association (IATA). Information and communication Principles of Logistics Information Logistics Information System Architecture Logistics Information System Flow. 	(7 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- » .David, A International Supply Chain Management, New Delhi :Cengage Learning ,
.2010

Reference Books:

- » Long & Douglas, International Logistics: Global Supply Chain, Springer Publications, USA, 2010.
- » ,Misra, A., Tayal, A International Logistics Management, AB Publications, New Delhi.2010 ,
- » John, C., Brian, G., Langley, C., Robert, N., A Logistics Approach to Supply Chain Management (1st Ed.) Cengage Publications, New Delhi, 2010.

FOCUS: This course focuses on Employability aligned with **CO1** and CO2 outcome.

Outcomes: After completion of course, the student will be able to:

- » CO1: Understand the concepts of international logistics
- » CO2: Understand the shipping transportation structure and world sea trade scenario
- » CO3: Acquaint themselves with the mechanisms of freight structures and practices
- » CO4: Understand the Indian shipping scenario
- » CO5: Understand the fundamentals of containerization
- » CO6: Acquaint themselves with the basic concepts related to international air transport, as well as information and technology role in international logistics

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
C01	PO1/PS01,PS02
C02	PO2/PS01,PS02
C03	PO2/PS01PSO3,
C04	PO1/PS01,PS04
C05	PO2/PS01PSO2,
C06	PO2/PS04,PS05

MLSC0036 :Commercial Geography

Objectives :

- » To familiarize students about Global Trade routes used in International Trading and Business.
- » Although this subject is core for Logistics and Supply Chain professionals, but, is equally important from the point of view of General awareness for other industry professionals as well. This will not only enable them to understand the geographical restrictions of trade, but also help them in analyzing the best trade route for business transactions between various players

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Transportation and world overview: Modes of transportation and their advantages and disadvantages- water transport and its significance, continents and countries, seas and oceans, location of different ports and canals,	(5 Sessions)
UNIT –II	Physical geographical features: climate ,winds, tides, currents and seasons of bad weather and their influence on shipping- Time Zones	(5 Sessions)
UNIT – III	Loadline& Major Trade Routes: Concept of Daylight saving time, Major ocean routes- features and patterns of Trade, major waterways and canals and their influence on shipping .	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Load line zones and their importance:	(5 Sessions)
UNIT – V	Ports and major trading commodities: ports & their hinterland- functions of ports- types of ports- major ports of the world and their principal trades, Commodities transported by sea- raw materials and minerals, agricultural commodities, crude oil and oil products, finished goods and other cargoes- sources and destinations of such cargoes.	(5 Sessions)
UNIT – VI	Trade Blocs: Trade blocs- EU, EFTA, OAU, NAFTA, OECD, ASEAN, LAFTA, SAARC, CIS, APTA, GCC, OPEC	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

» Safeducate Content

Reference Books:

- » Commercial Geography- S.D.Paranjpe, 1974
- » Ahirrao, Alizad, Dhapate, Patil, Shinde: Commercial Geography, RutujaPrakashan, Pune, 1988
- » The Geography of Transport systems- Jean Paul Rodrigue, Claude Comtois& Brian Slack- Routledge, New York, ISBN: 978-0-415-48324-7

FOCUS: This course focuses on Employability aligned with CO1 and CO3 outcome.

Outcomes: After completion of course, the student will be able to:

CO1 : To understand the geographical restrictions of trade & the ways to improve the supply chain management.

CO2 : Acquaint themselves with allied concepts in the field of geomorphology, climatology and oceanography with special Reference to human activities.

CO3 : To Identify natural regions of country based on physical environment and understand the regional variation due to differences in physical environment.

CO4 : To understand the fundamental purpose of a Load Line.

CO5 : To understand the importance of Ports, Water Ways for commodity transport.

CO6 : To remove trade restrictions among member nations. To improve social, political, economic and cultural relations among member nations.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO2/PSO1,PSO2
CO2	PO2/PSO2
CO3	PO2/PSO1,PSO2,PSO4
CO4	PO1/PSO1,PSO2

C05	PO2/PSO1
C06	PO4/PSO1,PSO4

MLSO0004: Global Trade Operations and Forwarding

Objectives:

- »» To familiarize students about Global Trade operations.
- »» To make students aware about the role of Forwarders in International Trade.
- »» To help in understanding the integrates of International trade.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT I	Introduction to International Business: Global Business Environment, Importance of Int. Business, problems and risks involved in Int. business & solutions, International marketing sales channel.	(5 Sessions)
UNIT II	EXIM Process: Elements of export & import contract, Procedure & Documents required for shipment of cargo, Multimodal Transport,	(3 Sessions)
UNIT III	EXIM Process: Letter of Credit & other payment terms, Methods of payment & risks, Bill of Lading & its types, INCOTERMS, Sea freight Export & Import Documentation / Cargo Flow	(4 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Containerization: Containerization and multimodal transport , Feeders /Hub & Spoke Operations, Types of containers & dimensions, Container stuffing.	(6 Sessions)
UNIT V	Different Service providers: Services offered by various service providers in international business-Freight Forwarders, CHA, NVOCC, PERT, Crashing of project Network, Freight rates and basis of calculation, Freight Surcharges and Role of FMC	(7 Sessions)
UNIT VI	Trade Barriers: Various factors affecting international trade, Tariff & Non-Tariff Barriers, Regulatory Authorities & Government Policies, Role of Department Of Commerce & Finance Ministry	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Global Supply Chain Management and International Logistics , Alan Branch , 2008 .
- Logistical Management - The integrated supply chain process - D. J, Bowersox& D.J. Gloss, McGraw-Hill Publishers , 2017 .

Reference Books:

- The competitive dynamics of Container Shipping, Gilman, S., Publisher: Gower Publishing Company World.

FOCUS: This course focuses on aligned with **CO1** outcome.

Outcomes:After completion of course, the student will be able to:

- CO1: Understand of the fundamentals of global business environment
- CO2: Analyze and prepare the trade documents
- CO3: Understand the documentation and the methods of payments along with the risks associated to EXIM
- CO4: Understanding of the concepts related to containerization
- CO5: Understanding the dimensions related to service providers
- CO6: Understand of various trade barriers and the regulatory mechanism

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1PSO 1 /
CO2	PO1PSO3, PSO2 /
CO3	PO1PSO1, PSO2 /
CO4	PO1PSO1 /
CO5	PO1PSO1 /
CO6	PO1PSO1, PSO4 /

Course Curriculum



Master of Business Administration

**(Financial Markets & Banking)
(8413)**

Session 2020-21

Institute of Business Management

MBA in Financial Markets and Banking

ABOUT THE PROGRAM

The Institute of Business Management offers two-year full time MBA in Financial Markets and Banking (MBA-FMB). This course is designed to cater the growing need of management professionals for Financial Markets and Banking industry. The Financial markets and banking services have been growing in an integrated manner across the globe and within India that requires professionals and experts to manage different types of financial transactions to co-integrate the increased corporate financial needs through innovative financial instruments. The very objective of this program is to develop high quality management professionals equipped with technical and managerial competency with global mindset. The focus of program is to develop a holistic and integrative approach of management of Financial Markets and Banking services industry.

Program Objective

- To develop conceptual and technical skills with managerial competency focusing on financial markets and banking industry.
- To cater the growing demand for risk management professionals in various banking and securities markets transactions with global managerial mind set
- To develop an understanding about global financial system and regulatory structure of Financial Markets and Banking Services
- To hone analytical and problem solving approach for risk management and operations of Financial markets and Banking
- To build capacity for product development and distribution of Financial Markets and Banking products and services

Program Highlights:

- IBM, GLA University has been approved as Examination Center by National Institute of Securities Markets (NISM) Mumbai, an institute promoted by Securities & Exchange Board of India (SEBI), Government of India.
- The students of this program will be given opportunity to complete a minimum of FIVE Modules of Securities Markets during the MBA program being offered and certificated by the NISM.
- The students will have opportunity for obtaining Certification on two core areas of banking operations from Indian Institute of Banking & Finance, Mumbai.
- Selected students will be provided opportunity for Internship at NISM, Mumbai subject to fulfilling minimum requirements of NISM.
- The majority of course will have practical exposure from Professionals and Experts of financial markets, Securities Markets and Banks involving top Banks' executives, Officials of SEBI, Mutual Funds and NISM.
- The Two month Internship will be provided at reputed securities markets organizations, Mutual Funds and Banks.

MBA (FINANCIAL MARKETS & BANKING)							
Session: 2018-19							
S.No.	Trimester	Code	Subject	L	T	P	Credits
1	I	MFMC0001	Business Environment and Management Practices	3	0	0	3
2		MBAC0007	Financial Accounting	3	0	0	3
3		MFMC0003	Financial and Securities Markets	3	0	0	3
4		MFMC0004	Marketing of Securities and Banking Services	3	0	0	3
5		MBAC0011	Computer Applications in Management	3	0	0	3
6		MFMC0006	HR Practices in Banking and Financial Services	3	0	0	3
7		MFMC0007	Managerial Aptitude – I	3	0	0	1
			Total				19
S.No.	Trimester	Code	Subject	L	T	P	Credits
1	II	MBAC0014	Macro Economics	3	0	0	3
2		MBAC0015	Cost & Management Accounting	3	0	0	3
3		MFMC0010	Commercial Bank Management	3	0	0	3
4		MFMC0011	Research Methods and Data Analytics	3	0	0	3
5		MFMC0012	Business Analytics & Financial Modelling	3	0	0	3
6		MFMC0013	Legal & Regulatory Environment for Banking and Financial Services	3	0	0	3
7		MFMC0014	Managerial Aptitude – II	3	0	0	1
			Total				19
S.No.	Trimester	Code	Subject	L	T	P	Credits
1	III	MFMC0015	Retail Banking	3	0	0	3
2		MBAC0023	Operations Research	3	0	0	3
3		MBAE0020	Financial Management	3	0	0	3
4		MFMC0017	Securities Operations and Risk Management	3	0	0	3
5		MFMC0018	Personal Financial Planning and Wealth Management	3	0	0	3
6		MFMC0019	Investment and Portfolio Management	3	0	0	3
7		MFMC0020	Managerial Aptitude – III	3	0	0	1
			Total				19
S.No.	Trimester	Code	Subject	L	T	P	Credits

1	IV	MBAE0010	Business Analysis and Valuation	3	0	0	3
2		MFMC0022	Contemporary Banking: Merchant, Investment & International Banking	3	0	0	3
3		-	Elective – 1	3	0	0	3
4		-	Elective – 2	3	0	0	3
5		-	Elective – 3	3	0	0	3
6		MFMC0023	Managerial Aptitude - IV	3	0	0	1
7		MFMJ0001	Summer Training Report	0	0	0	6
			Total				22
S.No.	Trimester	Code	Subject	L	T	P	Credits
1	V	MBAC0032	Corporate Governance and Business Ethics	3	0	0	3
2		MFMC0025	Treasury & Foreign Exchange Management	3	0	0	3
3		-	Elective – 1	3	0	0	3
4		-	Elective – 2	3	0	0	3
5		-	Elective – 3	3	0	0	3
6		MFMC0026	Managerial Aptitude – V	3	0	0	1
			Total				16
S.No.	Trimester	Code	Subject	L	T	P	Credits
1	VI	MFMC0027	Strategic Financial Management	3	0	0	3
2		MBAE0049	Financial Analytics	3	0	0	3
3		-	Elective – 1	3	0	0	3
4		-	Elective – 2	3	0	0	3
5		-	Elective – 3	3	0	0	3
6		MFMC0029	Managerial Aptitude – VI	3	0	0	1
7		MFMJ0002	Research Project Report	0	0	0	3
			Total				19
			Total Credits				114
S.No.	Trimester	Code	Subject	L	T	P	Credits
1	VII	MFME0010	Concepts of Life & General Insurance*	3	0	0	3
2		MFME0001	Portfolio Management & Behavioural Finance	3	0	0	3
3		MFME0011	Securities Intermediaries Compliance & Depository*	3	0	0	3
4		MFME0002	Principles & Practices of Insurance	3	0	0	3
5		MFME0007	Indirect Taxes: Goods & Service Tax & Custom	3	0	0	3
6		MBAE0011	Working Capital Management	3	0	0	3

S.No.	Trimester	Code	Subject	L	T	P	Credits
1	VIII	MFME0004	Micro Finance & Financial Inclusion	3	0	0	3
2		MBAE0062	Management of Financial Services & Institutions*	3	0	0	3
3		MBAE0012	Financial Derivatives*	3	0	0	3
4		MBAE0013	Tax Planning	3	0	0	3
5		MFME0006	Retirement Planning	3	0	0	3
6		MFME0014	Fixed Income Securities*	3	0	0	3
S.No.	Trimester	Code	Subject	L	T	P	Credits
1	IX	MFME0013	Corporate Tax Planning*	3	0	0	3
2		MBAO0004	Mergers, Acquisition and Corporate Restructuring*	3	0	0	3
3		MFME0008	Credit Evaluation, Monitoring & Recovery Management	3	0	0	3
4		MFME0012	Project Appraisal and Monitoring*	3	0	0	3
5		MFME0009	Commodity Derivatives	3	0	0	3
6		MBAE0014	International Financial Management*	3	0	0	3

MFMC0001: Business Environment and Management Practices

Objectives:

- » To understand relationship between Internal and external environment like Political, Economic, Social, Technological Environment in Business decision strategies.
- » To have an understanding about government policy decisions and Regulatory measures on the business environment and financial system.
- » To explain the impact of inflation, growth, monetary policy instruments on the business cycles and managerial decisions.
- » To assess the impact of macro policy implications in practical decision making situations.

Credits: 3**L-T-P-I: 3-0-0-0**

UNIT-I	Introduction to Business Environment: Concept, Significance, major components of business environment. Framework for internal / external environment and its impact on Managerial Decision making, Social Responsibility of business enterprises. Impact of economic environment on financial system functioning	(5 Sessions)
UNIT-II	Indian Financial System – components of financial system, Savings, Investments and capital formation; Equilibrium. Relationship between financial system and financial markets. Financial stability and its impact on growth of financial system	(6 Sessions)
UNIT-III	Monetary and Fiscal Policies: Essential features of Monetary And Fiscal policies, components of monetary and fiscal policy, Difference between monetary and fiscal policy, Evaluation of fiscal and Monetary policies in decisions making situations. Practical cases impacting the business decisions on account of changes Monetary policy instruments.	(4 Sessions)
MID-TERM EXAMINATION		
UNIT-IV	Monetary and Credit Policy: Instruments of credit policy - Movement of interest rates, Repo rate, Reverse Repo rate, Bank Rate, MIBOR, MIFOR. Credit expansion and credit squeeze, Concept of Money supply, components of money supply. Impact of Monet supply on business growth and financial system.	(5 sessions)
UNIT-V	Foreign Direct Investments - Inter-sectoral linkages and role of foreign direct investments, Impact of FDI on financial system, Foreign Institutional Investments, External Commercial Borrowings, impact of foreign capital on financial system.	(5 sessions)
UNIT-VI	International Environment: A view on developments of global financial system, Features of International financial system. Multinational enterprises in India, Impact of WTO in Indian	(5 Sessions)

	Business.	
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Text Books:

- Aswathappa, K. Essentials of Business Environment. Himalaya Publishing House, 2016.
- Cherunilam, F. Business Environment. 18th edition. Himalaya Publishing House, 2010.
- Paul, J. Business Environment. 3rd Edition. Tata McGraw-Hill Publication, 2008.

Reference Books:

- Goyal, Dr. A. Environment for Managers. 1st edition. V.K (India) Enterprises, 2010.
- Neelamegam, V. Business Environment. Vrinda Publications, 2010
- VeenaKeshavPalivar, (latest Edition), Business Environment, Pub. PHI Learning, 2015.

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO1 outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the concept of the business organization operating within the parameters of the internal and external environment
- CO2: Explain the functioning of the Indian financial system and the various elements of the financial system.
- CO3: Recognize the essential features of Monetary and Fiscal policy
- CO4: Locate the instruments of credit policy and the concept of money.
- CO5: Describe the role of Foreign Direct Investment and its impact on Financial system
- CO6: Demonstrate the international environment and impact of WTO in Indian market

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1, PO4/PSO1
CO2	PO1/PSO1
CO3	PO1/PSO1
CO4	PO1/PSO1
CO5	PO1/PSO1
CO6	PO1, PO4/PSO1

MBAC0007: Financial Accounting

Objectives:

- Understand the role and relevance of financial accounting in management.
- Explore the various dimensions of financial accounting and their implications in financial spectrum of a business entity.

Credits: 03

L-T-P-J: 3-0-0-0

UNIT – I	Overview of Financial Accounting: Role, Functions, Users, Principles, Concept, Conventions, Accounting Cycle.	(3 Sessions)
UNIT –II	Preparation of Original Books of Entries: Preparation of Journal, Ledger and Trial Balance.	(5 Sessions)
UNIT – III	Preparation of Trading Account, Profit & Loss Account, and Balance Sheet (With Basic Adjustment) Preparation of Statement of Profit & Loss and Balance Sheet as per Companies Act, 2013 without adjustment	(7 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Introduction to Financial Analysis: Role, Types, Tools, Limitations Ratio Analysis: Types of Ratios, Profitability Ratio, Turnover Ratio, Financial Ratio: Computation & Analysis	(5 Sessions)
UNIT – V	Preparation and Interpretation of Fund flow Statement: Concept of fund flow, Statement of Changes in Working Capital, Fund from Operation, Fund Flow Statement	(5 Sessions)
UNIT – VI	Preparation of Cash Flow Statement (As per AS 3) Cash flow from Operating / Investing / Financing Activities Direct or Indirect Method of preparation of Cash Flow Statement.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Tulsian, P. C. (Latest Edition). “Financial Accounting”. New Delhi: Pearson Education, 2015.

Reference Books:

- Narayanaswami, R. “Financial Accounting: Managerial Perspective”. New Delhi: Prentice Hall of India Private Limited, 2018.
- Maheshwari, S. N., & Maheshwari, S. K., Latest Edition. “An Introduction to Accountancy”. New Delhi: Vikas Publishing House Pvt. Ltd, 2015.

- Neelakantan, Ramchandran&Kakani Latest Edition. “Financial Accounting for Management”. Tata McGraw-Hill Publishing Company Limited, New Delhi, 2015.

FOCUS: This course focuses on Employability aligned with CO2, and CO4 outcomes.

Outcome: After completion of course, the student will be able to:

- CO1: Understanding of Overview of different concepts of Financial Accounting and preparation of Original Book of Entry.
- CO2: Preparation of Original Book of Entry and recording, classifying the transactions
- CO3: Understanding the profit and loss statement and balance sheet with adjustment and Preparation of Income Statement and Position Statement as per Companies Act, 2013.
- CO4: Identifying the role of financial analysis and evaluation of organisations on the basis of various ratio analysis.
- CO5: Preparation and Interpretation of Fund Flow Statement.
- CO6: Preparation of Cash Flow Statement (As per AS 3).

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1, PO2 / PSO1, PSO2
CO2	PO1/ PSO1, PSO2
CO3	PO2/ PSO1, PSO2, PSO3
CO4	PO1, PO5/ PSO2, PSO3, PSO4
CO5	PO1, PO5/ PSO2, PSO3, PSO4
CO6	PO1, PO2/ PSO2, PSO3, PSO4

MFMC0003: Financial and Securities markets

Objectives:

- » To get the basic understanding of the products, players and functioning of financial markets, particularly the capital market.
- » To understand the various products, participants and the functions of the securities market.
- » To understand the market design of Primary Market & Secondary Market.
- » To understand the government securities market.

Credits:3

L-T-P-I: 3-0-0-0

UNIT I	Financial Markets: Types of Markets: Equity Debt, Derivatives Commodities; meaning and features of private Public companies; Types of investment avenues	(3 Sessions)
UNIT II	Primary Market: Initial Public Offer (IPO); Book Building through Online IPO; Eligibility to issue securities; Pricing of Issues; Fixed versus Book Building issues; allotment of Shares; Basis of Allotment; Private Placement	(5 Sessions)
UNIT III	Secondary Market: Role and functions of Securities and Exchange Board of India (SEBI); Depositories; Stock exchanges; Intermediaries in the Indian stock market Listing; Membership; Trading Clearing and settlement and risk management; Investor protection fund (IPF); and Do's and Don'ts for investors, Equity and debt investment.	(5 Sessions)
UNIT IV	Derivatives: Types of derivatives; Products, Participants and functions; Trading mechanism; Membership; Contract specification; Clearing & Settlement; Open interest; Implied interest rate; Implied volatility; Debt derivatives.	(6 Sessions)
UNIT V	Government Securities Market: Indian debt market; Primary market; Secondary market-NDS; NDS-OM; CCIL; Wholesale debt market (WDM) segment of NSE.	(5 Sessions)
UNIT VI	Analysis of financial statement: Balance sheet; Profit & loss account; Stock market related ratios; Simple analysis before investing in the shares; understanding annual report; Director's	(6 Sessions)

	report etc.	
* **	Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutes	

Text Books:

- Securities Markets and Products, Indian Institute Of Banking & Finance, Taxman, 2015.

Reference Books:

- M Y Khan (6th Edition), Financial Services, Pub.M C Graw Hill.
- MadhuVij (2nd Edition), Merchant Banking and Financial services, M C Graw Hill

FOCUS: This course focuses on Employability aligned with **CO1, and CO4** outcomes.

Outcomes: After completion of course, the student will be able to:

- CO1: Classify different types of financial markets.
- CO2: Describe the process of IPO, FPO along with pricing of issue
- CO3: Understand of how SEBI plays a major role, the broad functions and framework.
- CO4: Understand concepts of financial derivatives and its application in hedging, speculation and price discovery.
- CO5: Identify the government securities being traded and the available markets.
- CO6: Interpret and able to extract the material information from the financial statements that can help in making strategic decisions

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO2
CO2	PO1/ PSO1, PSO2
CO3	PO1/ PSO1, PSO2
CO4	PO1, PO2/ PSO1, PSO2, PSO4
CO5	PO1/ PSO1, PSO2

MFMC0004: Marketing of Securities and Banking Services

Objectives:

- » To understand the specialized nature of banking and securities markets services
- » To differentiate between financial services marketing and other marketing
- » To understand different approaches in marketing of financial services
- » To explain various components of marketing of banking services

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Introduction to Services Marketing – Essential features of services marketing, difference between services and product marketing, strategies for services marketing, challenges of services marketing, the Gaps Model, the Services Marketing Mix.	(5 Sessions)
UNIT –II	Understanding consumer behavior in Services - Managing Customer Behavior, Customer Expectation Management, management and delivery of quality services, Measures of service quality, Dimensions of service quality, SERVQUAL, case analysis of services quality.	(5 Sessions)
UNIT – III	Customer Satisfaction Measures - Issues with customer Satisfaction, Measurement of customer satisfaction, Breakdown of Customer Satisfaction, Role of CRM in Customer Service management, Strategies of customer service management in banks, Customer retention strategies, Case studies on customer service satisfaction in banks and financial institutions.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Customer Service Analysis - Customer need analysis, Customer Care issues, Customer focus – Understanding customer needs, Market promotional strategies, Planning and implementation of new services models, Role of Pricing in customer care, case analysis on customer service.	(4 Sessions)
UNIT – V	Market Segmentation(banking) – Product Designing and Development, Marketing feedback and review, Types of products, Market expansion – Mass Marketing and Marketing segmentation – Definition of Market segmentation, Characteristics of Market segmentation, Benefits from Market segmentation – Limitations of Market	(6 Sessions)

	segmentation, Marketing techniques for Retail and corporate customer, Cases in market segmentation in banking.	
UNIT – VI	Market information and Research – Need for Market research in banks and financial markets, Contributions of Marketing Research to financial services, Primary and Secondary Market Research in Financial markets, Management Information System and Marketing Research – Need for situation analysis – steps involved in the development of a situation analysis –objective, strategies and tactics – sources of information for situation analysis	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Zeithaml, A., Valarie. & Bitner, Mary, Jo. Services Marketing. New Delhi, India: Tata Mc Graw Hill, 2008.
- Bhattacharjee, C. Services Marketing: Concepts, Planning & Implementation. New Delhi India: Excel Books, 2010.

Reference Books:

- Cooper, Donald, R., & Schindler, Pamela, S. Marketing Research: Concept and Cases. New Delhi, India: Tata McGraw Hill, 2007.
- Burns, Alvin, C., & Bush, Ronald, F. Marketing Research. Delhi, India: Pearson Education, 2007.
- Dynamics of Bank Marketing, VBS publishers, 1990 – Madhukar R.K.
- RBI Publications on Marketing of banks & Financial Services

Journals:

- IIBF Journal
- “The Banker” Indian Banks Association

FOCUS: This course focuses on Employability aligned with CO1, and CO3 outcomes.

Outcomes: After completion of course, student will be able to:

- CO1: Demonstrate the concept of services marketing and relevance difference between services and product marketing along with challenges in addition to the understanding of marketing Mix.
- CO2: Describe the concept of managing customer behavior with the several dimensions of service quality.

- CO3: Explain the emerging issues with customer satisfaction with role and management in customer service management and its strategies with several case studies.
- CO4: Understand the role of customer service analysis communication to make the service recovery process effective.
- CO5: Classify the Market segmentation (banking) in relation to market expansion along with marketing techniques for retail and corporate customer.
- CO6: Demonstrate the marketing information and research needs in banks and financial market with the need of situations analysis.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO2
CO2	PO1/PSO2, PSO5
CO3	PO2/PSO1
CO4	PO1/PSO2
CO5	PO3/PSO1
CO6	PO1/PSO4

MBAC0011: Computer Applications in Management

Objectives:

- » To provide hands on experience to students in using computers for data organization and addressing business needs.
- » Through this course it is intended to familiarize the students of Management with the computer hardware and software's and their applications in various domains of the management through studying softwares'

Credits: 3

L-T-P-I: 3-0-0-0

Module No.	Content	Teaching Hours
UNIT I.	<p>Introduction to Computer System: Basic Computer Organization: Introduction, features and capabilities, components of computer system, classification of computers; Applications of Computers in Business.</p> <p>MS Word: Features, Creating, Saving and Opening Documents in Word Advanced Features of MS Word, Find & Replace, Using Thesaurus, Using Auto- Multiple Functions, Mail Merge, Handling Graphics, Tables & Charts.</p> <p>MS-Excel: Worksheet basics, creating worksheet, heading information, data, text, dates, alphanumeric values, Opening and moving around in an existing worksheet, Toolbars and Menus, Working with single and multiple workbooks. Working with formulae & cell referencing, Auto sum, coping formulae, Absolute & relative addressing, Worksheet with ranges, formatting of worksheet, Previewing & Printing worksheet, Graphs and charts, Database</p> <p>Creating and Using macros,</p> <p>MS Power Point: Creating slide show with animations.</p> <p>Software's: MS Word, MS power Point, MS Excel, Outlook, Internet</p>	6 Sessions

UNIT II.	<p>Introduction to Languages: Machine, Assembly and high-level languages, Compiler, Assembler and interpreter, Fourth generation and fifth generation languages.</p> <p>Number System: Decimal, Binary, Octal, Hexadecimal and their Conversions</p> <p>Operating systems: Definition, Functions, Types and Classification</p> <p>Software: Introduction; Types of software with examples</p> <p>Software's: MS Word, MS power Point, MS Excel, Internet</p>	5 Sessions
UNIT III.	<p>Computer Networks: Computer and communication networks, Evolution of computer networks, LAN, MAN, WAN, Network topologies, Modes of Data communication</p> <p>Wired Media of Data communication: STP, UTP, Coaxial, Fiber optic wires</p> <p>Internet: Overview of Internet, Functioning of Internet, Basic Services over Internet like WWW, FTP, Telnet, etc. ISP, Web server, Web Browser, Domain names, Email, Mail server, search engine, web portal, other internet common terms</p>	4 Sessions
UNIT IV	<p>Database Management System: Overview of DBMS; Components of DBMS. Concept, Characteristics, Objectives, Advantage & limitations, entity, attribute, schema, subschema, RDBMS, Introduction to MS Access, Creation of Table, adding data in table, querying data in table, querying criteria, action queries, create queries, parameter queries.</p>	6 Sessions
UNIT V	<p>E-commerce: Introduction, Comparison between Traditional commerce and E-Commerce, Advantages & Disadvantages of e-commerce, Issues in Implementing Electronic Commerce.</p> <p>Accounting Information System: - Introduction to Accounting Packages: Preparation of vouchers, invoice and salary statements; maintenance of inventory records; maintenance of Accounting books and final accounts; financial reports generation. Software –Wave Accounting</p>	4 Sessions
UNIT VI	<p>Human Resource Information System :-Use of various HR application – 360 Degree Feedback, Applicant Tracking, Attendance Tracking Marketing Information System:- Brand Management, Campaign Management, Email Marketing, Mailroom Management, Contact Management</p> <p>Software's – QuickBase, HRIS</p>	5 Sessions

Text Books:

- Bharihoke, D. Fundamentals of Information Technology. New Delhi: Excel Books. 2009.

- Norton, P. Introduction to Computers. New Delhi: Tata McGraw Hill Publications, 2006.
- RitendraGoel& D.N. Kakkar. Computer Applications in Management. New Delhi: New Age International (P) Ltd. 2004.

Reference Books:

- Basandra, S. K. Computers Today. Greater Noida: Galgotia Publication Pvt. Ltd. 2003
- Leon, A., & Leon, M. Introduction to Computers. New Delhi: Vikas Publishing House Pvt. Ltd. 1989

FOCUS: This course focuses on Skill Development aligned with **CO1** and **CO2** outcomes.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of the basic of computer with its applications in business.
- CO2: Perform formulas and functions in MS-Excel.
- CO3: Understanding of the basic of computer operating systems and networks with software.
- CO4: Understanding of the Data base Management System with adding and querying data in the tables.
- CO5: Understanding of the e-commerce with its advantage and disadvantage and the use of accounting packages in business.
- CO6: Applying information system in HR and marketing to support in decision making.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO2/PSO1, PSO2
CO2	PO2/PSO2, PSO4
CO3	PO2/PSO1
CO4	PO2/PSO2
CO5	PO2/PSO1
CO6	PO4/PSO4

MFMC0006: Human Resource Practices in Banking And Financial Services

Objectives:

- To develop a holistic understanding of Management of HR starting from procurement to separation in an Organization.
- To understand the concept and practices of HRM in banks in India

Credits: 03

L-T-P-J: 3-0-0-0

Unit No.	Content	Teaching Hours
1.	Evolution of HRM: Personnel Management, HRM – concept, objectives, Functions. Personnel Management vs. Human resource Management. Concept of HRD. Trends and emerging issues in HRM. Emergence of HRM practices in banks in India	5
2.	Human Resource Planning: Concept of HRP, Process. Job Analysis: Concept, Job Description, Job Specification, Concept of HRIS, functions of HRD system in banks in India, HR Accounting and HR Audit. Talent Acquisition: Recruitment - Procedure, Methods and Sources, Selection-Procedure and types of selection tests. Process of recruitments in banks.	5
3.	Training and Development: Key Issues in Training, Training Vs Development, Challenges in Training, Managing the Training (Assessment Phase, Implementation Phase and Evaluation Phase), Different Methods of Training and Management Development.	5
4.	Performance Management: traditional and modern techniques, Identification of Key Performance Areas and Key Result Areas –Ethical issues in performance appraisal. Concept of Potential appraisal, Feedback mechanisms. Performance Appraisal System of Banks in India	5

5.	Compensation Management –Concepts and Components-Job Evaluation-Incentives, Benefits and employee welfare facilities. Nature and types of compensation in banks in India	5
6.	Industrial relations - Concept: Grievance Procedure, collective Bargaining, Worker’s participation in Management, IR Machinery for handling disputes. Retirement/Separation - Concept: Superannuation, Voluntary Retirement Schemes, Resignation, Discharge, Dismissal, Suspension, Layoff. Retirement options in banks in India.	5

* **Provision for presentations / assignments / case analysis in additional sessions**

** **1 Session = 60 Minutes**

Text Books:

- Rao, V.S.P. Human Resources Management. Excel Books. New Delhi. 2010.
- IIBF, Mumbai. HRM in Banks. 2015.

Reference Books:

- Flippo, E. B. Personnel Management. New Delhi: Tata McGraw-Hill International Series. 2008.
- Gomez, M. & Balkin. Managing Human Resources. Pearson Education. New Delhi. 2008.
- Rao, P. Essentials of Human Resources Management & IR. (3rd Edition). Himalaya Publishing House. New Delhi. 2007.
- Aswathappa, K. Human Resource management / Text & Cases. Tata McGraw-Hill Publication. New Delhi. 2008.
- Aquinas, P.G. Human Resource Management. Vikas Publishing. New Delhi. 2009.
- Ivancevich, John M. Human Resource Management. Tata McGraw-Hill Publication. New Delhi. 2005.

- Monappa, A., & Saiyadain, M. S. Personnel Management. Tata McGraw Hill Publication. New Delhi. 2006.
- Snell & Bholander. Human Resource Management. Cengage Learning. New Delhi. 2007.

FOCUS: This course focuses on Skill Development aligned with **CO1 and CO2** outcomes.

Outcome: After completion of course, Students will be able to:

- CO1: Understand the evolution, trends and emerging issues in HRM.
- CO2: Describe the concept of human resource planning, job analysis, recruitment and selection.
- CO3: Classify the concept and need of training and development.
- CO4: Explain the various methods of performance appraisal system.
- CO5: Demonstrate the compensation management system.
- CO6: Understand the concept of industrial relations and employee separation.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO2
CO2	PO1/PSO1, PSO2
CO3	PO1/ PSO1, POS2
CO4	PO1/PSO1, POS2
CO5	PO1/PSO1, PSO2
CO6	PO1/PSO1

MBAC0014: Macro Economics

Objectives:

- » To analyze & interpret fundamentals of Macroeconomics.
- » To study the interrelationship in an open economic system.
- » To master a range of methods and techniques of strategic analysis and have a clear appreciation of their theoretical and empirical foundations, range of applicability, qualifications and limitations.

Credits: 3

L-T-P-I: 3-0-0-0

Unit No.	Contents	Teaching Hours
UNIT – I	Introduction to Macroeconomics and National Income Accounting Basic issues studied in macroeconomics; measurement of gross domestic product; income, expenditure and the circular flow; real versus nominal GDP; price indices; national income accounting for an open economy.	(5Sessions)
UNIT –II	Money Functions of money; quantity theory of money; determination of money supply and demand; credit creation; tools of monetary policy.	(5 Sessions)
UNIT – III	Inflation, Unemployment and Expectations Inflation and its social costs; hyperinflation. Phillips curve; adaptive and rational expectations; policy ineffectiveness debate	(6 Sessions)
MID-TERM EXAMINATION		

UNIT – IV	Aggregate Demand and Aggregate Supply Curves Derivation of aggregate demand and aggregate and supply curves; interaction of aggregate demand and supply.	(5 Sessions)
UNIT – V	Closed Economy in the Short Run Classical and Keynesian systems; simple Keynesian model of income determination; IS-LM model; fiscal and monetary multipliers.	(5 Sessions)
UNIT – VI	Open Economy Models Short-run open economy models; Mundell-Fleming model; exchange rate determination; purchasing power parity; asset market approach; Dornbusch's overshooting model; monetary approach to balance of payments; international financial markets.	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- N. Gregory Mankiw. Macroeconomics, Worth Publishers, 7th edition, 2010.
- Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 11th edition, 2010.

Reference Book:

- Olivier Blanchard, Macroeconomics, Pearson Education, Inc., 5th edition, 2009.
- Richard T. Froyen, Macroeconomics, Pearson Education Asia, 2nd edition, 2005. Andrew B. Abel and Ben S. Bernanke, Macroeconomics, Pearson Education, Inc., 7th edition, 2011.
- Errol D'Souza, Macroeconomics, Pearson Education, 2009.
- Paul R. Krugman, Maurice Obstfeld and Marc Melitz, International Economics, Pearson Education Asia, 9th edition, 2012.

FOCUS: This course focuses on Employability aligned with **CO1 and CO3** outcomes.

Outcomes:After completion of course, the student will be able to:

- CO1: Understand the basic concepts Macroeconomics.
- CO2: Understanding of the interrelationship in an open economic system.
- CO3: Know the dealings of Macroeconomics with the aggregate economy.
- CO4 Develop their awareness regarding careers related opportunities associated with sectors associated with macroeconomics.

**Mapping of Course
with Program
and Program
(PSOs):**

Course Outcome	PO/PSO
CO1	PO2/ PSO1
CO2	PO2/ PSO2
CO3	PO2/PSO 1
CO4	PO1/PSO2
CO5	PO2/PSO1
CO6	PO4/PSO2

**Outcomes (COs)
Outcomes (POs)
Specific Outcomes**

MBAC0015: Cost and Management Accounting

Objectives:

- To familiarize the students with cost records/statements and principles underlying them and to develop their skills in understanding and appreciating cost information.
- To acquaint them in brief with cost and management accounting mechanics, process and system, but emphasis is laid on sound concepts and their managerial implications.
- To develop an appreciation about the utility of cost information as a vital input for management information and decision making process.

Credits: 03

L-T-P-J: 3-0-0-0

Module No.	Content	Teaching Hours
1	Introduction to Cost Accounting Role of Cost Accounting in Decision Making, Scope, Nature, Functions, Types of Cost, Cost Accounting and Financial Accounting	4
2	Components and Preparation of Cost Sheet, Methods of Costing.	5
3	Introduction and Application to Management Accounting Scope, Nature, Functions of Management Accounting in Managerial Decision Making. Break Even Analysis: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution and Breakeven Point and their analysis, Margin of Safety, Angle of Incidence	6
MID-TERM EXAMINATION		

4	Budgeting and Budgetary Control: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget and Master Budget, Advantages and Limitations of Budgetary Control. Zero Base Budgeting	6
5	Standard Costing and Variance Analysis: Concept of Standard Costs, Establishing various Cost Standards, Calculation of Material Variance, Labour Variance.	4
6	Recent Developments in Accounting: Responsibility Accounting: Definition and Role, Centers of Control. Accounting for Price Level Changes: Inflation Accounting. Methods of Accounting for Changing Prices. Concept of Transfer Pricing, Concept of Social Cost Benefit Analysis.	5
* **	Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutes	

Text Books:

- Kishore, Ravi. M. “Cost and Management Accounting”. New Delhi: Taxman.
- Bagavathi, Pillai R.S.N., “Management Accounting”. New Delhi: S. Chand
- Jawahar Lal, Seema Srivastava. Cost Accounting. New Delhi: Tata Mc Graw Hill
- Khan & Jain. “Management Accounting”. New Delhi: Tata McGraw Hill.

Reference Books:

- Horngrene, Datar, & Foster. “Introduction to Management Accounting”. New Delhi: Pearson Education.
- Pandey, I. M., “Management Accounting”. New Delhi: Vikas Publication.

FOCUS: This course focuses on Employability/Skill Development aligned with CO1 and CO3 outcomes.

Outcome: After completion of course, the student will be able to:

- CO1: Understanding of Cost Accounting, its effect on decision making, types of cost and comparison between cost and Financial Accounting.
- CO2: Application of element of Costs in Accounting, Preparation of Cost Sheet and methods of Costing.
- CO3: Understanding and application of Management Accounting under Break Even Point Analysis on decision making process of Business houses.
- CO4: Application and computation of different kinds of Budget.

- CO5: Understanding the Concept of Standard Costs, various Cost Standards and Calculation of different variances.
- CO6: Understanding recent developments in Accounting viz. Responsibility Accounting and concepts of Accounting for Price level Changes.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1,PO2 /PSO1, PSO2
CO2	PO1/ PSO1, PSO2
CO3	PO2/ PSO2, PSO3
CO4	PO1, PO5/ PSO1, PSO2,PSO4
CO5	PO1, PO5/ PSO2, PSO3, PSO4
CO6	PO1, PO2/ PSO2, PSO3

MFMC0010: Commercial Bank Management

Objective:

- » To have comprehensive understanding fundamental aspects of banking operations
- » To get familiarize with the operations of retail banking including the project appraisal
- » To understand the corporate banking operations
- » To understand the payment and settlement mechanism in the banks
- » To understand the parameters effecting banking

Credits: 03

L-T-P-J: 3-0-0-0

Module No.	Content	Teaching Hours
UNIT – I	Fundamentals of commercial Banking: The evolution of commercial banks in India, phases of growth and their contribution in the economic growth. Types of banks, functions of banks, types of services provided by the banks	(4 Sessions)
UNIT –II	The Asset & Liabilities in Banks: Types of deposits and their features, types of loans & advances, the concept of asset-liability management. Financial statement analysis and performance evaluation of banks in India.	(6 Sessions)

UNIT – III	Credit appraisal in banks Assessment of technical viability and economic feasibility of loans and advances, components of risk assessment in banks, Pricing of loans: Factors affecting pricing of retail loans and other loans and advances, Credit scoring model for different kinds of loans.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Payment services management: Payment system, payment infrastructure, Clearing & settlement mechanism, innovative payment products. Banking Technology – types of technological platforms	(4 Sessions)
UNIT – V	An overview of corporate banking: Assessment of working capital finance, appraisal of term loans, loan pricing, loan syndication, Innovative financing instruments	(5 Sessions)
UNIT – VI	Credit Monitoring & Asset management in Banks Management of non-performing assets, Assets securities, documentation and charge on assets, Guarantees and other non fund based business in banks.	(6 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Singh, K. & Dutta, V. “Management of Commercial Banks”: Tata McGraw-Hill Company Limited, 2013.

Reference Books:

- Padmalatha, S. & Paul, J., “Management of Banking and Financial Services”: Pearson, Delhi, 2010.
- Arora, “Principles of Banking”: S chand & sons, Delhi, 2014.
- Annual Reports of RBI
- “The Banker”, A Journal of Indian Banks Association

FOCUS: This course focuses on Employability aligned with CO1 and CO2 outcomes.

Outcome: After completion of course, the student will be able to:

- CO1: Understand the evolution and current state of the Indian banking industry.
- CO2: Understand the different services and products offered by banks and the challenges associated with them.
- CO3: Explain the fundamentals of international corporate finance and role of credit rating agencies in global economic environment.

- CO4: Understand and analyze the different risks faced by banks and the risk management mechanism.
- CO5: Explain the role of technology in financial innovation and banking transactions.
- CO6: Explain the fundamentals of Bank performance evaluation.

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1
CO2	PO1, PO2 /PSO2, PSO4
CO3	PO1, PO2 /PSO2
CO4	PO1, PO2 /PSO2, PSO3
CO5	PO1, PO2 /PSO2
CO6	PO1, PO2 /PSO2, PSO5

MFMC0011: Research methods and data analytics

Objectives:

- » To create a research and scientific attitude towards solving a management problem and impart knowledge about tools available for carrying out research
- » To introduce the basic concepts and need of research methodology and data analysis that will help in data analysis and preparation of reports.
- » To understand the use of research design and data analysis software in research.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT I	Introduction to research, Motivation in research, Different types and approaches of Research, Research Process, Relevance of research	(4 Sessions)
UNIT II	Concepts of research design and classification, Exploratory-qualitative techniques, secondary data analysis, experience	(4 Sessions)

	survey, focus groups, two stage design; Descriptive - cross sectional & longitudinal and Causal research design.	
UNIT III	Measurement and Scaling Techniques-Errors in Measurement, Tests of Sound Measurement; Scaling and Scale Construction Techniques, Data reliability and validity Sampling and sampling design, Complete Enumeration or Census, Sampling Errors, Point and Interval estimation, Sampling Distributions.	(7 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Introduction to Data Analytics, Data for Business Analytics: Data Sets and Databases, Big Data, Metrics and Data classification, Models in business analytics	(4 Sessions)
UNIT V	Introduction of SPSS: Data View, Variable View, Data Entry, Application using SPSS: Descriptive & Predictive Statistics Basic Concepts: Null and alternative hypothesis, Level of significance, P value, Types of errors, Hypothesis Testing	(5 Sessions)
UNIT VI	Interpretation of Data and Report Writing- Precautions in report writing, Creating a Database and its Use for Statistical Analysis, Styles of Referencing, Plagiarism	(6 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Copper, Donald R. Business Research Method. New Delhi: Tata McGraw Hill Publishing Company New Delhi, 2004.
- Sekaran, U. Research Methods for Business: A Skill Building Approach. New Delhi: John Wiley & Sons Inc. New Delhi, 2008.

Reference Books:

- Zikmund, W. G. Business Research Method. Cengage Learning. New Delhi, 2009.
- Collis, J., & Hussey, R. Business Research. Palgrave Macmillan, Hampshire, 2003.
- Beri, G. C. Marketing Research. Tata McGraw-Hill Publication. New Delhi, 2005.
- Bhattacharyya, D. K. Research Methodology. 1st Edition. Excel Book Publication, 2004.
- Kothari, C. R. Research Methodology. New Age International Publication. New Delhi, 2004.

FOCUS: This course focuses on Employability/Skill Development aligned with **CO1 and CO3** outcomes.

Outcomes:After completion of course, the student will be able to:

- CO1: Understand research and its process for solving business related problems.
- CO2: Identifying and compare the various methods of research design applicable in business research.
- CO3: Explain and understand the scaling and sampling concept in research.
- CO4: Able to explain data analytics and various models in business analytics
- CO5: Compute and interpret qualitative business data on SPSS software
- CO6: Describe and illustrate the various components of research report writing.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO2
CO2	PO2/ PSO1,PSO2
CO3	PO2/ PSO1,PSO2
CO4	PO1/ PSO1,PSO2
CO5	PO2/ PSO1,PSO2
CO6	PO2/ PSO1,PSO2

MFMC 0012: BUSINESS ANALYTICS AND FINANCIAL MODELLING

Objectives:

- » To impart the skills of statistical techniques in Business Analytics
- » To learn the art of data exploration using Statistics
- » To explore dynamics of Predictive Analytics, Forecasting and Data Mining Techniques
- » To build skills to prepare financial models.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Introduction to Business Analytics: Evolution of Business Analytics, Impacts and challenges, Scope of Business Analytics, Uncertainty and Risk, Problem solving with Analytics, Business Intelligence Overview of Web Analytics and Mobile BI: Exposure to Web and Mobile Analytics with focus on: Text Analytics, Sentiment Analytics, Click Analytics, Google Analytics, Difference between Web and Mobile Analytics	(5 Sessions)
UNIT –II	Statistical Techniques: Basics Different types of Data, Data summarization, Frequency Distributions Measures of Central Tendency: Mean, Median, Mode Measures of Dispersion: Range, Mean Deviation & Standard Deviation, Variance, Coefficient of Variation	(5 Sessions)
UNIT – III	Predictive Analytics: Linear Regression: Simple and Multiple Linear Regression, R-square and Adjusted R-square, Interpretation of coefficients, Residual Analysis Forecasting (Time Series): Principles of Forecasting, Time Series, Causal models, Types of Forecasting Methods and their characteristics, Moving Average, Exponential Smoothing, Trend, Seasonality	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Excel Proficiency(Analytics on Spreadsheets): Excel Skills: Data Filter and Sort, Formatting of Excel Sheets, Table formula Data Visualization: Charts and Graphs, Dashboards, Tools and software for data visualization; Excel functions: Basic Excel functions, functions of specific applications, Finance functions, logical functions; Spreadsheet Add-Ins for Business Analytics	(6 Sessions)
UNIT – V	Excel Advanced Functions: Using Excel Lookup functions for Database queries What if Analysis, Scenario Building, Data Tables, Pivot Tables Advance Macros & VBA for Finance: Understanding Macros and VBA, Recording Macros, Application of macros to Financial modeling	(6 Sessions)
UNIT – VI	Equity Research – Modeling Prepare an Income Statement, Balance sheet, Geographic Revenue Sheet, Segment Revenue Sheet, Cost Statement, Debt Sheet, and Analysis of Revenue Drivers. Modeling Valuation Model, Valuation- Discounted Cash	(3 Sessions)

	Flow Method (DCF).	
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- Focardi, S. M., & Fabozzi, F. J. The mathematics of financial modeling and investment management (Vol. 138). John Wiley & Sons, 2004.
- Laursen, G. H., & Thorlund, J. Business analytics for managers: Taking business intelligence beyond reporting. John Wiley & Sons, 2016.

Reference Books:

- Charnes, J. Financial modeling with crystal ball and excel. John Wiley & Sons, 2012.
- Jondeau, E., Poon, S. H., & Rockinger, M. Financial modeling under non-Gaussian distributions. Springer Science & Business Media, 2007.
- Shmueli, G., Bruce, P. C., Yahav, I., Patel, N. R., & Lichtendahl Jr, K. C. Data mining for business analytics: concepts, techniques, and applications in R. John Wiley & Sons, 2017.
- Turban, E., King, D., Sharda, R., & Delen, D. Business intelligence: a managerial perspective on analytics. Prentice Hall, New York, 2013.

FOCUS: This course focuses on Employability/Skill Development aligned with CO1, and CO3 outcomes.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding concepts of business analytics and increasing role of web and mobile analytics in business domain
- CO2: Application of functionality of measures of central tendency and dispersion
- CO3: Application of Linear regression and forecasting for real life business problems
- CO4: Developing basics of Excel Proficiency using basic excel skills, data visualization and functions
- CO5: Understanding excel advanced functions viz. What if Analysis, Scenario Building, Pivot Tables, Advance Macros & VBA
- CO6: Understanding working mechanism of equity research modeling and its application for preparing financial reports and valuation models

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1 / PSO1
CO2	PO1 / PSO1, PSO2
CO3	PO2 / PSO1, PSO2
CO4	PO2 / PSO1, , PSO4
CO5	PO1 / PSO1
CO6	PO1 / PSO1, , PSO4

MFMC0013: Legal and Regulatory Aspects of Banking and Financial Services

Objectives:

- » To understand the role and mechanism of regulatory aspects of banking and financial services
- » To understand the role of Reserve Bank of India in overall mechanism of the financial system in India
- » To appraise the role of other regulatory bodies like SEBI, IRDA, NHB etc.

- » To understand the impact of regulatory mechanism over the functions and operations of banks and financial markets.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Legal Framework of Regulation of Banks – Need for banking regulation, Constitution of Banks, RBI Act, 1934; Banking Regulation Act, 1949; Role of RBI; Govt. as a Regulator of Banks; Control over Co-operative Banks; Regulation by other Authorities.	(5 Sessions)
UNIT –II	Control Mechanism of RBI – Constitution of bank boards, Regulation of Banking License, Branch Licensing policy, Capital Requirements norms-Subsidiaries of Banking Companies, Corporate Governance compliance in banks.	(6 Sessions)
UNIT – III	Regulation of Banking Business - Powers of RBI to regulate banking business, Acceptance of Deposits; Nomination; Loans and Advances; Regulation over Payment and settlement systems.	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Other Monitoring and control Measures – Monitoring and control of Large Borrowers accounts, Non-performing assets, Banking Ombudsman, Mandatory Reserve requirements, Performance Assessment of Banks – Returns and Inspection, appointment of auditors, Board for Financial Supervision, Winding up of Banks.	(5 Sessions)
UNIT – V	Role of SEBI in Financial Markets – Evolution of SEBI, Functions of SEBI, Monitoring and control mechanism of SEBI, Role of SEBI in regulating primary and secondary capital markets,	(5 Sessions)
UNIT – VI	Other Regulatory Bodies of financial sector – Role of National Bank for Agriculture & Rural Development (NABARD), National Housing Bank, Export & Import Bank of India, Insurance Regulatory Development Authority (IRDA).	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Meir Kohn, Financial Institutions & Markets, TATA McGraw Hill.
- M Y Khan. Indian Financial System (Fourth Edition), TATA McGraw Hill.
- Singh & Dutta (2013), Management of Commercial Banks- Tata McGraw-Hill Company Limited.

Reference Books:

- Management of Banking and Financial services, 2nd Edition- Padma lathe Suresh & Justin Paul, Pearson
- Indian Institute of Banking and Finance. (2008). Micro-Finance: Perspectives and Operations; Macmillan India Limited.

FOCUS: This course focuses on Employability aligned with CO1 and CO2 outcomes.

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the legal framework of regulation of banks and banking related acts
- CO2: Explain control mechanism of RBI – Constitution of bank boards, Regulation of Banking License, Branch Licensing policy, Corporate Governance compliance in banks alike.
- CO3: Identify different Acquaintance with Regulation of Banking Business.
- CO4: Classify all monitoring and controlling measures – Monitoring and control of Large Borrowers accounts, non-performing assets, Banking Ombudsman, Mandatory Reserve requirements
- CO5: Identify the role of SEBI in Financial Markets
- CO6: Define the role of Regulatory Bodies of financial sector such as National Bank for Agriculture & Rural Development (NABARD).

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1, PO2/PSO1, PSO2

CO2	PO1, PO2/PSO2
CO3	PO1, PO2, PO4/PO2/PSO1
CO4	PO1, PO4/PSO2
CO5	PO1, PO2/PSO1
CO6	PO1, PO2

MFMC0015: Retail Banking

Objectives:

- » To get the basic understanding of the retail products and services offered by banks in India.

- » To understand the process of retail loan appraisal, assessment of risk and process of loan disbursement, pricing of loans, post-sanction follow up etc.
- » To know the factors influencing the growth of retail banking in India
- » To understand the impact of retail loans on the performance of banks

Credits: 3

L-T-P-I: 3-0-0-0

UNIT I	Introduction to Retail Banking: Concept of Retail Banking. An over view of Retail assets and retail liabilities and their essential features. Types of deposit Accounts, loan accounts and other retail banking services.	(5 Sessions)
UNIT II	Bankers' Perception about Retail Banking: Motives of Retail banking growth to Bankers, Acceptance of Retail Banking as Risk Diversification Tool- Difference Between Retail Banking, Private Banking and Priority Sector Banking, Economics of Retail Explosion- Threats of Retail Boom- Importance of Retail Banking to Indian Economy.	(5 Sessions)
UNIT III	Credit appraisal of Retail Loans: Assessment of technical viability and economic feasibility of retail loans, risk assessment in retail loans, credit score models for retail loans, credit rating by SMERA. Case studies to evaluate Home loan, Car loan, Education loan, Consumer Durable Loan etc. Pricing of retail loans: Factors affecting pricing of retail loans, Credit scoring model of retail loans,	(5 Sessions)
UNIT IV	Management of Retail assets in banks Legal Documentation- Need, Process and types of loan documents, types of charge on retail assets. Monitoring & control of retail assets – Post sanction follow up, asset inspections, insurance of assets, Guarantees available on retail loans, Recovery process of retail loans, RBI guidelines for recovery of retail loans, legal process of recovery of retail loans.	(5 Sessions)
UNIT V	Marketing of retail loans: Need for marketing retail loans, Marketing strategies, types of customers, personal Banking services, Analysis of new products and services, customer needs and their satisfaction. Innovations in retail loans marketing	(5 Sessions)
UNIT VI	Recent Trends in Retail Banking: Alternate delivery channels- Customer Relationship management vs. Customer Interaction management (CIM)- Technology as differentiator-.	(5 Sessions)

	International Developments in Retail Banking	
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- Suresh, Padmalatha and Paul, Justin. Management of Banking and Financial Services, New Delhi: Pearson Education, 2014.

Reference Books:

- Arora, Principles of Banking, S Chand & Sons, Delhi, 2014.

FOCUS: This course focuses on Employability/Skill Development aligned with CO1 and CO3 outcomes.

Learning Outcomes:

- CO1: Understand the concept of retail banking and its assets and liabilities.
- CO2: Understand of the different concepts of retail banking. Differentiate between Retail Banking, Private Banking and Priority Sector Banking, Economics of Retail Explosion- Threats of Retail Boom- Importance of Retail Banking to Indian Economy
- CO3: Understand the concept of Credit appraisal of Retail Loans
- CO4: Understand the need importance concept of retail banking and their marketing.
- CO5: Understand recent trends in retail banking.
- CO6: Understand the management of retail assets in banks along with the legal documentation, charge and RBI regulations

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

NUMBER	PO
CO1	PO1/PSO1,PSO2
CO2	PO2/PSO2
CO3	PO2/PSO1
CO4	PO1/PSO2
CO5	PO2/PSO1
CO6	PO2/PSO1

Objectives :

- » To enable in understanding the role and relevance of operations research in management.
- » To enable them to use these techniques optimizing the profitability and solving the business problems of the organization.

Credits: 3**L-T-P-I: 3-0-0-0**

UNIT I	Introduction of operation research, Scope, Nature and its Applications in Decision Making. Decision theory: Introduction, Types of Environment, Certainty, Uncertainty, Conflict and Risk, Payoff and Retreat Tables Decision Rules – One Stage Decision Making Problem and Multi Stage Decision Making Problem: Decision Tree.	(5 Sessions)
UNIT II	Linear programming: Mathematical Formulations of LP Models for Product-Mix Problems; Slack and Surplus Variables, Standard form of LPP, Graphical method, Simplex Method and Big M method for Solving LP Problems and Concept of Duality	(6 Sessions)
UNIT III	Transportation problem: Various Method of finding Initial Basic Feasible Solution; N-W Method, Least Cost Method, VAM Method, and Optimality; MODI Method, its Application Assignment model: Algorithm and its Applications.	(4 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Game Theory: Concept of Game; Two-Person Zero-Sum Game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game Sequencing Problem: Johnsons Algorithm for n - Jobs and Two - machines, n - Jobs and Three - Machines, Two - jobs and m - Machines Problems.	(7 Sessions)
UNIT V	Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential Distribution in Estimating Arrival Rate and Service Rate; Applications of Queue Model for Better Service to the Customers.	(4 Sessions)
UNIT VI	Project Management: Introduction, Rules for Drawing the Network Diagrams, Application of CPM and PERT Techniques in Project Planning and Control.	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Vohra, N. D. Quantitative Techniques in Management. Tata McGraw-Hill Publishing Company Limited, New Delhi, 2008.

Reference Books:

- Sharma, J. K.. Operations Research. Macmillan Publication. New Delhi, 2006.
- Taha, H.A. Operations Research: An Introduction. Pearson Education. New Delhi, 2008.
- Swarup, K. Operations Research. Sultan Chand & Sons. New Delhi, 2008
- Sharma, S.D.. Operations Research. KedarNath Ram Nath. Meerut, 2005.
- Gupta, P. K., & Hira, . Operations Research. S. Chand & Company Ltd. New Delhi, 2008.

FOCUS: This course focuses on Skill Development aligned with CO1 and CO3 outcomes.

Outcomes: After completion of course, the student will be able to:

- CO1: Make decisions in certain, uncertain and risk environments for one stage and multistage decision making problems.
- CO2: Solve Linear Programming problems model for managerial, social and Scientific problems using graphical and simplex method.
- CO3: Develop mathematical model for transportation and assignment problems to optimize resources.
- CO4: Solve game theory problems for two person pure and mixed strategy zero sum game using dominance and graphical method.
- CO5: Solve sequencing problems for n jobs and m machines using Johnsons algorithm.
- CO6: Solve M/M/1 queue model for better management of resources
- CO7: Use CPM and PERT techniques, to plan, schedule, and control project activities.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1, PO2/PSO1, PSO2
CO2	PO1, PO2/PSO2, PSO5
CO3	PO1, PO2/PSO1
CO4	PO1, PO2/PSO2
CO5	PO1, PO2/PSO1
CO6	PO1, PO2/PSO4

MBAE0020: Financial Management

Objective:

- » To learn the financial tools needed to make business decisions.
- » To get a basic insight of corporate finance theory, but emphasizes the application of theory to business decisions.

Credits: 03

L-T-P-J: 3-1-0-0

Unit No.	Content	Teaching Hours
UNIT I	Overview of Financial Management: Traditional and Modern Approach of Financial Management; Objective: Profit vs. Wealth Maximization and EPS Maximization; Functions of Financial Management; Risk and Return; Time Value of Money	(5 Sessions)
UNIT II	Investment Decisions Nature & Techniques of Capital Budgeting, Traditional Methods: Payback Period Method, Average Rate of Return Method, Time-Adjusted Methods: Net Present Value, Internal Rate of Return Method, Profitability Index Method, Discounted Payback Period Method.	(6 Sessions)
UNIT III	Cost of Capital Concept and Measurement of Cost of Capital, Debt vs. Equity. Cost of Equity, Cost of Preference shares, Cost of Retained Earnings. Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital.	(4 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Capital Structure Decisions: Capital Structure vs. Financial structure – Capitalization. Leverages: Financial Leverage, Operating Leverage and Composite Leverage. EBIT-EPS Analysis, Indifference of Financial Leverage. Theories –The Modigliani Miller Theory –A critical appraisal.	(5 Sessions)
UNIT V	Dividend Decisions: Dividends and Value of the Firm - Relevance of Dividends; Factors determining Dividend Policy. Dividend & Valuation of the firm-The Basic Models: Walter Model and Gordon Model.	(6 Sessions)
UNIT VI	Inventory Management:	(4 Sessions)

	Meaning and Importance; Dangers of Excessive and Inadequate Inventory; Techniques of Inventory Management viz. Economic Order Quantity, A.B.C. Analysis Technique. Uses of Excel in Financial Management	
* **	Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutes	

Text Books:

- I. M. Pandey, “Financial Management”, Vikas Publishing House, 2015.
- R. M. Kishore, “Financial Management- Theory, Problem, Cases”: Taxmann Publication (New Delhi), 2020.

Reference Books:

- M. Y. Khan and P. K. Jain, :Financial Management”: Tata McGraw-Hill Publication, 2018.
- P. Chandra, “Financial management”: Tata McGraw-Hill Publication, 2011.
- R. Brealey, S. Mayers, F. Allen, and P. Mohanty, “Principle of Corporate Finance”: Tata McGraw-Hill Publication, 2018.
- S. N. Maheswari, “Financial Management”: Vikas Publishers, 2007.

FOCUS: This course focuses on Employability aligned with CO1 and CO3 outcomes.

Outcome: After completion of course, the student will be able to:

- CO1: Understanding the basic of finance concepts like time value of money, return, and risk as the building blocks of finance theory.
- CO2: Identifying the financial viability of a capital budgeting exercise in various situations and application in decision making.
- CO3: Identifying the various cost of capital its component and methods of calculation.
- CO4: Understand the theories of the relationship between capital structure and the value of the firm.
- CO5: Outlining the issues of dividend policy and the logic of dividend relevance and its irrelevance.
- CO6: Applying the inventory management techniques.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO1/PSO2/PSO4
CO3	PO2/PSO1
CO4	PO2/PSO1/PSO2
CO5	PO3/PSO1
CO6	PO2/PSO3/PSO4

MFMC0017: Securities Operations and Risk Management

Objective:

- » This course enables a management graduate to explore and understand the operations involved in Secondary market trading.
- » This course also offers a comprehensive understanding of various risks in the process and strategies to mitigate the risks.
- » This course also endeavors to provide insight of risk management in banks.

Credits: 03

L-T-P-J: 3-0-0-0

Module No.	Content	Teaching Hours
I	Operations Risk: Risk & Uncertainty, Financial Sector, Types of Risk Operations Risk Management: Recruitment & Training, Work Flow Design, Independent Internal Audit, Independent Compliance Function, Systems Audit, Corporate Governance, Whistle Blower Policy, Risk Management Culture	(4 Sessions)
II	Market Participants in Securities Market: Investors, Issuers, Intermediaries, Regulators Securities Broking Operations: Trade Life Cycle, Front Office Operations, Middle Office Operations and Back Office , Operations Risk Management: Compliance and Regulatory Reporting, Core Settlement Guarantee Fund	(5 Sessions)
III	Trades in Secondary Market: Trade Intermediaries: Stock Broker, Trading Member, Clearing Member, Authorized Persons, Sub-brokers, Screen based Trading System NEAT System: Corporate Manager, Branch Manager, Dealer Order Management: Entering Orders, Modifying Orders, Cancelling Orders, Order Matching, Trade Management & Risk Management in Trades	(6 Sessions)
MID-TERM EXAMINATION		

IV	Clearing Process: Role of Clearing Agency, Clearing Bank and their function, Clearing Members / Custodian, Depository & Depository Participant Settlement Process: Determination of Settlement Obligations, Settlement of Funds & Securities, Corporate Actions Adjustment	(5 Sessions)
V	Investor Grievance and Arbitration Services provided by Brokers: IPO Application, Trading of Mutual Fund Units, Portfolio Management Service, Research Reports, Depository Services, Margin Trading, Internet Based Trading (IBT) and Securities Trading Using Wireless Technology (STWT)	(6 Sessions)
VI	Basel Overview: Bank for International Settlements (BIS); Basel Accords: Basel I, Basel II, Basel III Details Loss Event type Classification Basel Operational Risk Principles Basel Audit: External Audit, Audit Committee, Internal Audit	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- NISM. “Securities Operations And Risk Management” (VII), 2017.

Reference Books:

- NISM. “Securities Operations And Risk Management” (VII), 2017.

FOCUS: This course focuses on Employability aligned with CO1 and CO3 outcomes.

Outcome: After completion of course, the student will be able to:

- CO1: Understand of various risks in the process and strategies to mitigate the risks.
- CO2: Explain the operations involved in Secondary market trading.
- CO3: Describe the process and underlying risks and their mitigation in secondary market trading.
- CO4: Understand the different types of risk that securities market are exposed to.
- CO5: Discuss the services offered in Secondary market trading.
- CO6: Describe the Basel Accords and their recommendations for management of operations risk in banks.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Cos	POs/ PSOs
C01	PO1,PO2/ PSO1, PSO2
C02	PO1,PO4/ PSO1, PSO2
C03	PO1,PO2/ PSO3
C04	PO1,PO2/ PSO4
C05	PO1,PO2/ PSO5
C06	PO1,PO2/ PSO1

MFMC 0018: Personal Financial Planning and Wealth Management

Objectives

- » To understand the basic fundamentals of Personal Financial planning.
- » Practical applications of personal financial planning
- » Personal financial planning strategies and risk management techniques
- » Fundamentals of Retirement planning and Wealth Management practices

Credits: 3

L-T-P-I: 3-0-0-0

UNIT I	Financial Planning& Wealth Management: Financial Planning: Financial Planning Process, Need for Financial Advisory Services, Scope of Financial Advisory Services Wealth Management: Financial Planning to Wealth Management, Life Cycle, Wealth Cycle, Economic Cycles and Indicators (Lag, Co-incident, Lead Indicators) Investment Products and Services: Derivatives, Mutual Funds, Venture Capital / Private Equity Funds, Hedge Funds, Structured Products, Portfolio Management Services, Alternate Assets (Gold & Real Estate)	(5 Sessions)
UNIT II	Personal Financial Planning: Financial Plan: Goal-based Financial Plan, Comprehensive Financial Plan, Contingency Planning Estimating Financial Goals, Magic of Compounding Systematic Approach in Investing: Systematic Investment Plan, Systematic Withdrawal Plan, Systematic Transfer Plan Operational Aspects of Financial Transactions: Investors Types & Acquisition Process, PAN & KYC Process, e-KYC, Power of Attorney, Dematerialization, Online Investments	(5Sessions)
UNIT III	Risk Profiling & Asset Allocation: Risk Profiling of Investors, Managing Investment Risk, Measuring Investment Returns (Tax Adjusted and Risk Adjusted Returns) Asset Allocation: Strategic and Tactical Asset Allocation, Fixed Asset Allocation with Annual Re-balancing, Flexible Asset Allocation, Allocation to Speculation, Diversification in perspective Return Target, Risk Profiling and Optimization	(5 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Insurance Planning: Need for Insurance, Requirements of an Insurable risk, Role of	(5 Sessions)

	Insurance in Personal Finance, Steps in Insurance Planning, Insurance Products, Life Insurance Need Analysis Retirement Planning: Introduction to Retirement Planning Process, Estimating Retirement Corpus, Determining the Retirement Corpus, Investment Planning to meet Retirement Goals, Retirement Products	
UNIT V	Tax & Estate Planning: Tax Planning: Understanding Income Tax Principles, Tax Aspects of Investment Products, Computation of Short / Long Term Capital Gains, Advance Tax, Filing of Return, Assessment Procedure Estate Planning: Background, Assets & Liabilities, Nomination, Inheritance Law, Will, Trust	(6 Sessions)
UNIT VI	Regulatory and Compliance Aspects: SEBI (Investment Advisers) Regulations 2013, Ethical Issues in providing financial advice, Redressal in Capital Market, Redressal in Banking, Regulations relating to Insurance, Pension Funds, Alternate Investment Schemes, Investment Grievance Redressal Mechanism	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Gitman et al., Personal Financial Planning, 11th e, South-Western College Pub, 2007
- Keown, Arthur J., Personal Finance, Pearson Education

Reference Books:

- The Citibank Guide to Building Personal Wealth, John Wiley and Sons
- Madhu Sinha Personal Financial planning, MC Graw Hill, (2017)

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO1 and CO2 outcomes.

Outcomes: After completion of course, the student will be able to understand:

- CO 1: Understand basics of financial planning and wealth management and types of financial instruments and products for personal financial planning.
- CO 2: Define models of financial Planning goals and investment strategies.
- CO 3: Design strategy for allocation of investments based on risk aptitude, ROI and personal needs.
- CO 4: Understand planning for personal life risk through insurance products and also planning for retirement life
- CO 5: Understand efficient tax planning and real estate management
- CO 6: Understand the regulatory aspects and intricacies in personal financial planning

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO2
CO2	PO1/PSO2, PSO4
CO3	PO4/PSO1, PSO3
CO4	PO1/PSO2, PSO4
CO5	PO4/PSO1, PSO2
CO6	PO4/PSO1, PSO 2

MFMC0019: Investment and Portfolio Management

Objectives of the Course:

- »» To develop an understanding of the investment alternatives that exists in the investment markets
- »» To develop ways of analysis of different securities.
- »» To instill in them the ability to construct and analyze a portfolio of investments.

UNIT – I	Investment Basics: Types of Investors; Investment: Constraints, Process, Approaches Structure of Financial Market, Primary & Secondary Market Operations Equity Market Trading Mechanism: Trading, Clearing & Settlement; Regulatory Mechanism: SEBI and its Guidelines; Investor Protection	(4 Sessions)
UNIT –II	Risk & Return: Concept, Types and Measurement of Risk: Standard Deviation, Variance, Coefficient of Variation, Beta	(4 Sessions)

	Return: Nominal Return, Return Relative Cumulative Wealth Index, Real Return Market Efficiency, Empirical Evidence on Security Returns. EMH & its implications for investment decision.	
UNIT – III	Technical Analysis: Meaning, Assumptions, Tenets of Dow Theory & Elliott Wave Theory, Support & Resistance Types of Stock Charts: Line, Bar, Candle, Point & Figure, Heikin-Ashi, Kagi, Renko, Seasonality Charts Candlestick Chart Patterns & Terminology Technical Indicators: Breadth & Sentiment Indicators Oscillators: Relative Strength Index, Stochastic, William %R, MACD, Bollinger Bands, Money Flow Index	(7 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Fundamental Analysis: Understanding Financial Statements, Financial Statement Analysis & Forensic Accounting, Du-Pont Analysis Valuation Methodologies: Top-Down Valuation (EIC Analysis), Discounted Cash Flow (DCF) Models, Sum of the parts (SOTP) Valuation of Equity: Equity Valuation Models.	(3 Sessions)
UNIT – V	Portfolio Theory & Equilibrium in Capital Markets: Portfolio Return & Risk, Efficient Frontier, Optimal Portfolio, Optimal Risky Portfolio, Capital Asset Pricing Model, Single-Index and Multifactor Models, Arbitrage Pricing Theory,	(7 Sessions)
UNIT – VI	Portfolio Management: Portfolio Management Process, Performance Evaluation of Existing Portfolio: Sharpe, Treynor, Jensen, Fama Measures Mutual Funds: Taxonomy, Composition, Taxation	(5 Sessions)
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- » Chandra, P. (2008). Investment Analysis & Portfolio Management. New Delhi: Tata McGraw-Hill Company Limited.

Reference Books:

- » Bodie, Zvi, K., Alex, Marcus, Alan, J. & Pitabas, M. (2008). Investments. Tata McGraw-Hill Publishing Company Limited, New Delhi.
- » Jones, C. P. (2008). Investment Analysis & Management. New York: John Wiley & Sons.
- » Sharpe, W. (2008). Investments. New Delhi: Prentice Hall India.
- » Fischer & Jordan (2008). Security Analysis & Portfolio Management. New Delhi: Pearson Education.
- » Ranganatham & Madhumati (2008). Investment Analysis & Portfolio Management. New Delhi: Pearson Education.

- » Kester, Ruback&Tufano (2007). Case problems in Finance. New Delhi: Tata McGraw-Hill.

Learning Outcomes:

- » Acquaintance of Students with contemporary investment avenues and determining their risk-return propositions
- » Understanding of fundamental and technical analysis to identify correct 'entry' and 'exit' time.
- » Assessment of Risks involved in capital market investments and optimizing returns for the same
- » Exposure to real life buzzes of portfolio formation, evaluation and revision.

FOCUS: This course focuses on Employability/Entrepreneurship aligned with **CO1** and **CO3** outcomes.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding concepts of investment process, regulatory mechanism and SEBI guidelines for Investors Protection
- CO2: Explanation of mechanism of risk and return and assessment of efficiency of market and its implications for investors
- CO3: Acquaintance of mechanisms of Equity Valuation using fundamental and technical analysis
- CO4: Understanding of fixed income securities and term structure of interest rate and its application for investment in bonds
- CO5: Explanation of tenets of portfolio theories viz. Markowitz Model, Single Index Model, CAPM and APT and their implications for investment decisions
- CO6: Understanding evaluation mechanism of portfolio evaluation using Jensen, Sharpe, Treynor, & Fama.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO2

CO2	PO2/PSO2,PSO5
CO3	PO2/PSO1
CO4	PO1/PSO2
CO5	PO2/PSO1
CO6	PO2/PSO4

MBAE0010: Business analysis and valuation

Objective:

- » To enable the students with key issues in financial analysis and business valuation
- » An understanding of the importance of various assumptions underlying the valuation models along with explanation of various business valuation techniques, with their pros and cons
- » To develop an understanding of the valuation approaches for various with the help of application of the concepts in real-life situations, with many examples.

Credits:03

L-T-P-J: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Financial Statement: An Overview Balance Sheet, Profit and Loss Account, Economic versus Accounting Profit, Statement of Changes in Financial Position Financial Statement Analysis (I) Liquidity, Leverage and Profitability Analysis, Financial Ratios as Predictor of Failure, DuPont Analysis (Evaluation of a Firm's Earning Power)	(5 Sessions)
UNIT –II	Financial Statement Analysis (II) Comparative Statements Analysis, Trend Analysis, Intra-firm & Inter-firm Analysis, Analyzing Historical and Forecasting	(4 Sessions)

	Future Performance	
UNIT – III	Business Valuation: Basics <ul style="list-style-type: none"> • Concept of Value, Principles & Techniques of Valuation • Discounted Cash Flow Valuation: Steps, Assumptions, Applications, Value Drivers • Relative Valuation: Steps, Applications, Advantages & Disadvantages, Valuation Multiples • Value based Management 	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Valuation of Assets and Liabilities (I) <ul style="list-style-type: none"> • Valuation of Fixed Assets • Valuation of Inventories 	(5 Sessions)
UNIT – V	Valuation of Assets and Liabilities (II) <ul style="list-style-type: none"> • Valuation of Financial Investments and Marketable Securities • Valuation of Goodwill, Patents and Copyrights 	(5 Sessions)
UNIT – VI	Valuation of Assets and Liabilities (III) <ul style="list-style-type: none"> • Valuation of Brands • Valuation of Real Estate • Valuation of Liabilities 	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- P. Chandra, “Corporate Valuation and Value Creation”: Tata McGraw Hill, 2011.

Reference Books:

- E. Nelling, “Business Valuation Demystified”: Tata McGraw Hill, 2011.
- R. Reilly and Jr., Robert Schweihs, “The Handbook of Business Valuation and Intellectual Property Analysis”: Tata McGraw Hill, 2004.
- Institute of Cost and Works Accountants of India Study Material

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO1 and CO2 and outcomes.

Outcome: After completion of course, the student will be able to:

- CO1: Calculate the Liquidity, Leverage and Profitability ratios, and DuPont equation for knowing the financial position and risk of a firm.

- CO2: Compare the performance of a firm using the Comparative Statements Analysis, Trend Analysis, Intra-firm & Inter-firm Analysis and Forecast the Future Performance.
- CO3: Calculate the value of a firm using the Discounted Cash Flow and Relative Valuation techniques.
- CO4: Describe the concept of the Value based Management.
- CO5: Calculate the value of Fixed Assets and Inventories of a firm.
- CO6: Calculate the value of a firm's Financial Investments, Marketable Securities, Goodwill, Patents and Copyrights.
- CO7: Determine the Value Brands, Real Estate and Liabilities.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1, PO2/PSO2
CO2	PO1, PO2/PSO1
CO3	PO1, PO2/PSO3
CO4	PO1, PO2/PSO1
CO5	PO1, PO2/PSO2
CO6	PO1, PO2/PSO2
CO7	PO1, PO2/PSO2

MFMC0022: Contemporary Banking: Merchant, Investment & International Banking

Objective:

- » To understand in depth the functioning of capital markets in India
- » To assess and evaluate the capital issues in terms of pricing, risk factors etc
- » To manage the public issues and their monitoring including listing
- » To understand the process of International Banking
- » To analyze the significance of new and innovative capital market instruments

Credits: 03

L-T-P-J: 3-0-0-0

Module No.	Content	Teaching Hours
UNIT – I	Functions of Merchant Banking Companies and Investment Banks: History and growth of Merchant Banking and Investment banking, functions and role of Merchant Banks and Investment banks Capital Markets: Types of capital markets, types of securities, various participants in capital markets,	(4 Sessions)

UNIT –II	Overview of Investment Banking: IPO and FPO - Process and procedure of capital Issue Management, Book Building process, Management of Public Issues- Pre and Post activities. Offer document, Pricing of the Issue: Basic Pricing Models of public Issues, equity Valuation, Price band, final pricing,	(5 Sessions)
UNIT –III	Underwriting: Concept of underwriting and its significance, Role of underwriters, Costs in a public issue, ASBA and registration to the Issue Listing of the Issue Listing as mandatory requirement, process of listing, SEBI guidelines for the Listed companies.	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	International Banking Operations (I): International banking overview- meaning, evolution, international financial centers off-shore banking units, profitability of international banking operations.	(3 Sessions)
UNIT – V	International Banking Operations (II): International financial institutions- IMF, IBRD, BIS, IFC, ADB, WTO International Treasury Operations: Asset Liability Management, Treasury risk management and risk mitigation strategies, Foreign currency transaction and translation adjustments.	(8 Sessions)
UNIT – VI	Special Issues: Merchant Banking, Investment Banking and International Banking: An Integrated View, financial innovations in international space affecting investment banking and merchant banking.	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Tapan Jindal, “Investment Banking”:Bharat Law House,2013
- W.Joseph:”The Merchant Banker”:Dover Publications, INC, MINEOLA, New York,2014

Reference Books:

- P.Suresh and P. Justin,” Management of Banking and Financial services”, Pearson

- Asian Development Bank Report
- International Monetary Fund Report

FOCUS: This course focuses on Employability aligned with **CO1 and CO4** outcomes.

Outcome: After completion of course, the student will be able to:

- CO1: Understand depth of the functioning of capital markets in India
- CO2: Understand the public issues and their monitoring including listing
- CO3: Understand the regulatory structure within which the banking system operates.
- CO4: Understand the process of International Banking
- CO5: Evaluate the capital issues in terms of pricing and risk factors.
- CO6: Understand the role of innovative instruments

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1,PO2 /PSO1, PSO2
CO2	PO1,PO2 /PSO2, PSO3
CO3	PO1,PO2 /PSO2, PSO3
CO4	PO1,PO2 /PSO2
CO5	PO1,PO2 /PSO2
CO6	PO1,PO2 /PSO2, PSO5

MBACOO32: Corporate Governances and Business Ethics

Objectives:

- » To provide an overview of current thinking and developments in the field of corporate governance
- » To enable students critically examine the ethical dilemmas and to understand the importance of ethical principles and governance in globalised economy.
- » To develop an understanding of ethics and values in the business community and their relationship to corporate governance.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Corporate management: Understanding a corporate, management vs. governance, corporate meetings Conceptual framework of corporate governance: Concept, principles & need of Corporate Governance, Benefits of good Corporate governance. Theories of Corporate Governance – Agency Theory, Stewardship Theory, Stakeholder Theory Models of Corporate governance – the outsider & insider model, US & UK ,Japanese and Indian model, Mechanism of Corporate governance	(5 Sessions)

UNIT –II	Corporate Governance Committees- Cadbury Committee on CG1992, Hampel Committee 1995, Confederation of Indian Industry (CII) 1996, Narayana Murthy Committee Report2003, Dr. J.J.Irani Report on company Law 2005.	(5 Sessions)
UNIT – III	Agents & Institutions in Corporate Governance -Role of Board Of Directors (BOD), Roles, duties & Responsibilities of Auditors, Auditors failures leading to corporate scams- The Enron Debacle, Corporate governance in Indian banks, Corporate Reporting, corporate Disclosure & Investors Protection in India.	(5Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Issues & Problems of Corporate Governance in Emerging Economies: Institutional Framework for effective corporate governance, Corporate Governance challenges and problems in emerging economies, ICRA’s Rating Methodology, Corporate Governance in India with reference to industry specific examples, Future of corporate Governance in India.	(5 Sessions)
UNIT – V	Corporate Social Responsibility- Concept, CSR and corporate governance, CSR and business ethics, Drivers of CSR, Environmental aspect of CSR, the Indian scene.	(5 Sessions)
UNIT – VI	Business Ethics: Values and ethics, benchmark of business ethics, code of ethics for business managers, ethics committee, benefits from managing business ethics, developing a comprehensive ethics programme .Indian ethos and management learnings from religious scriptures including Ramayan, Bhagwat Geeta and Bible etc. Application of Ethics in different functional areas: Marketing, Operation, Finance, Human resource & Information Technology.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Fernando, A.C.,Corporate Governance: Principles Policies & Practices. Pearson Education, 2006

Reference Books

- » Mathur,U.C.,Corporate Governance & Business Ethics, Macmillian,2005.
- » Christine,A.Mallin ,Corporate Governance, Oxford,2008.
- » Velasquez,,Business Ethics: Concept & Cases, Prentice Hall,2007.

» Ferrel, L. and Ferrel, O.C., Business Ethics: A case perspective, Cengage learning, 2009.

FOCUS: This course focuses on Entrepreneurship aligned with CO1 and CO4 outcomes.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of the concept of corporate governance and various theories and models of corporate governance.
- CO2: Acquaintance of the recommendations of various committees on corporate governance given from time to time.
- CO3: Acquaintance of roles and duties of board of directors and auditors in ensuring stakeholders' interests.
- CO4: Understanding of framework of effective corporate governance in emerging economies.
- CO5: Understanding the basis concept of corporate social responsibility and the environmental aspects of CSR in India.
- CO6: Understanding of the concepts of ethics and values and their importance on business organizations

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO2/PSO4
CO2	PO2/PSO2
CO3	PO2/PSO4
CO4	PO1/PSO4
CO5	PO2/PSO2
CO6	PO4/PSO4

MFMC0025: Treasury & Foreign Exchange Management

Objectives:

- » Understand the importance and practical application of Foreign Exchange management
- » Role and functions of Treasury Management Department in a corporate
- » Asset-liability Management involving foreign exchange transactions
- » Management of risk and risk hedging strategies in Forex management

Credits: 3

L-T-P-I: 3-0-

0-0

UNIT – I	Corporate Treasury:Introduction Meaning, Objectives, Significance, Functions and Scope of Treasury Management, Relationship between Treasury Management and Financial Management; Role and Responsibilities of Treasurer.	(3 Sessions)
UNIT –II	Corporate Treasury Operations I: Tools of Treasury Management; Internal Treasury, Controls; Environment for Treasury Management, Corporate Regulations, Supervision and Control of Treasury Operations.	(4 Sessions)
UNIT – III	Corporate Treasury Operations II: Liquidity Planning and Managing Cash Assets, Liquidity risk management, Interest Rate Risk, Interest Rate Risk Management. Financial risks of a business, types of financial risks and its dimensions, Enterprise Risk Management Strategies	(8 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Foreign Exchange Risk Management (I): Nature, Significance and Scope of Forex Management, Foreign Exchange Market and its Structure, Foreign Exchange Rates and its Determination, Exchange Rate Quotes, Types of Exchange Rates, Forex Trading.	(5 Sessions)
UNIT – V	Foreign Exchange Risk Management (II): Foreign Exchange Risk Exposures, Exchange Rate Fluctuations Exchange Rate Forecasting, Risk in Foreign Exchange Business strategies for managing the forex risk.	(6 Sessions)
UNIT – VI	Special Issues: Role of asset-liability management in success of business. Financial reporting and disclosure of treasury exposures in the annual report. Introduction to Foreign Exchange Regulation	(4 Sessions)

	Act.	
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- Steven M Bragg (2018). Treasury Management: The Practitioner's Guide, Wiley Corporate

Reference Books:

- Mark K Webster (2014), Essentials of Treasury Management
- Karen A. Horcher (2017), Essentials of Managing Treasury

FOCUS: This course focuses on Employability aligned with CO1 and CO2 outcomes.

Outcomes: After completion of course, the student will be able to understand:

- CO 1: Significance of Forex management and its intricacies
- CO 2: Treasury Management process, control and monitoring arrangements
- CO 3: Liquidity and Risk management under treasury operations
- CO 4: Foreign exchange markets, instruments and forex rate management
- CO 5: Foreign exchange risk management strategies
- CO 6: Forex Asset – Liability management process and mechanism

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO2
CO2	PO1/PSO2, PSO4
CO3	PO4/PSO1, PSO3
CO4	PO1/PSO2, PSO4
CO5	PO4/PSO1, PSO2
CO6	PO4/PSO1, PSO 2

MFMC0027: Strategic Financial Management

Objective:

- » The purpose of this course is to provide participants with an insight into advanced techniques of financial management required for managerial decision-making situations in organizational structure.
- » The course focuses on the strategic aspects of financial management and enable participants understand various financial problems of business enterprises in domestic as well as global context.

Credits: 03

L-T-P-J: 3-0-0-0

Module No.	Content	Teaching Hours
1	Risk Analysis Risk analysis in capital budgeting, Types of risk and project appraisal, Certainty equivalent and risk adjusted discount rate approaches, Sensitivity analysis, Scenario analysis, Real options and analysis, Inflation and project evaluation.	6
2	Start Up Finance Introduction, New ways to finance Startups, Pitch Presentation, Boot Strapping, Angel Investment, Venture Capital, Start up India Initiative	4
3	Small & Medium Enterprises Introduction: Market size, Employment generation and contribution to GDP, Arranging finance, Small and Medium Enterprise – A Global Perspective, Export promotion, Benefits available to Micro, Small & Medium Enterprise, SME Listing	5
MID-TERM EXAMINATION		
4	Corporate Valuations: Conceptual Framework of valuations, Methods of Valuation – Assets based valuations, Earning based models, Cash flow based models, Relative valuations, EVA, MVA, SVA, Arriving at Fair Value	4
5	Leasing Importance, Types, Tax Considerations, and Accounting Considerations – Evaluation of Lease from the point of view of Lessor and Lessee – Lease versus Buy Decision – Venture Capital – Concept and Developments in India – Process and Methods of Financing – Fiscal Incentives.	5

6	Financing Strategy Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper.	6
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Text Books:

- Ahuja N.L., Dawar V. and Arrawatia R., “Corporate Finance”, PHI, Latest Edition
- Ehrhardt, M.C. and Brigham, E.F., “Corporate Finance: A Focused Approach”, Cengage Learning, Latest Edition
- Khan, M.Y. and Jain P.K., “Financial Management”, Tata McGraw-Hill, Latest Edition..

Reference Books:

- Damodaran, A, “Applied Corporate Finance”, Wiley, latest Edition
- Pettit, J., “Strategic Corporate Finance”: Wiley Finance, Latest Edition.
- Hiller, D. Grinblatt, M. and Titman, S , “Financial Markets and Corporate Strategy”, McGraw- Hill.

FOCUS: This course focuses on Employability/Skill Development aligned with CO4 and CO3 outcomes.

Outcome: After completion of course, the student will be able to:

- CO1: Understand the applications of various kinds of Risk analysis in capital budgeting according to feasibility of Project.
- CO2: Understanding the concepts of Start Up Finance.
- CO3: Understand the basic contributions of Small & Medium Enterprises in GDP.
- CO4: Identify various methods of Corporate Valuation.
- CO5: Understand the concepts of Leasing and decision making between buying & leasing options.
- CO6: Develop an understanding of Financing Strategies under Innovative Sources of Finance.

MBAE 0049: Financial Analytics

Objectives:

- » Students will acquire knowledge of current theory and techniques of the major business discipline using ARCH/GARCH
- » Students will exhibit the leadership capacity and teamwork skills for financial decision making.
- » Students will understand the ethical implication of financial analysis.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Introduction to Financial Analytics, Relevance and scope financial Analytics, Recent trends in financial analytics, Financial Time Series and Their Characteristics, Asset Returns, Distributional Properties of Returns, Review of Statistical Distributions and properties of financial time series	(6 Sessions)
UNIT –II	Time Series Analysis Data Arrangement and Validation: Augmented Dickey Fuller test, Durbin Watson test, Granger Causality and Johansson Cointegration	(5 Sessions)
UNIT – III	Modelling Volatility and Risk, Volatility the financial time series, Modelling volatility using ARCH/GARCH models, Measuring and modelling risk, Application of Value at Risk (VaR)	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	High-Frequency Data Analysis and Market Microstructure, Bid–Ask Spread, Empirical Characteristics of Transactions Data, Models for Price Changes, Duration Models	(4 Sessions)
UNIT – V	Modelling Credit Risk, Corporate Liabilities as contingent claims, Endogenous default boundaries and optional Capital Structure, Intensity Modelling, Rating based term-structure models, Credit risk and interest-rate Swaps	(6 Sessions)
UNIT – VI	Derivative Pricing, Issues regarding derivative markets, Brownian motion, Black -Sholes model, Modelling derivative prices	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- » Baesens, Bart, Daniel Roesch, and Harald Scheule. Credit Risk Analytics: Measurement Techniques, Applications, and Examples in SAS. John Wiley & Sons, 2016.
- » Bennett, Mark J., and Dirk L. Hugen. Financial Analytics with R: Building a Laptop Laboratory for Data Science. Cambridge University Press, 2016.
- » Mitra, Gautam, and LeelaMitra, eds. The handbook of news analytics in finance. Vol. 596. John Wiley & Sons, 2011.

FOCUS: This course focuses on Employability aligned with CO1 and CO2 outcomes.

Course Outcomes:

- CO1: Understanding of basic tenets of financial analytics and their application in basic statistical problems and time series analysis
- CO2: Application of financial analytics in Capital Asset Pricing Models, Portfolio Diversification and Optimization
- CO3: Application of Auto Regressive Conditional heteroscedasticity Models in modeling volatility of risk using e-views
- CO4: Understanding concept of High Frequency Data and its application for modeling price changes with reference to specific stocks and indices
- CO5: Application of financial analytics models for modeling credit risk with an exposure to Credit risk and Interest Rate Swaps
- CO6: Understanding of concept of Brownian Motion and modeling derivative prices and developing a financial model which provides option values and Greeks

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO2 / PSO1
CO2	PO2 / PSO1, PSO2
CO3	PO2 / PSO1, PSO2
CO4	PO1 / PSO1
CO5	PO2 / PSO1, PSO2
CO6	PO4 / PSO1

MFME0010: Concepts of Life and General Insurance

Objective:

- » To provide a knowledge and understanding related with basic concepts of Life Insurance.
- » To develop application skills of life insurance aspect.
- » To develop application skills of general insurance aspect
- » To enhance capability for appropriate administration and the legal and regulatory influences on the conduct of life insurance business.
- » To enhance capability for appropriate administration and the legal and regulatory influences on the conduct of general insurance business.

Credits:03

L-T-P-J: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT I	Life Insurance System: Organizational structure Important Activities, Fundamentals of Insurance Business, The Distribution, System, Appointment of Agent, Functions of Agents, Remuneration of Agents, Trends in Distribution Channels; Plans of Life Insurance : Need Levels, Basic Elements, Some Popular Plans, Limited Payment Plans, Participating Policies, Convertible Plans, Riders, For the Handicapped; Annuities : Nature of Annuities, Types.	(5 Sessions)
UNIT II	Principles of Life Insurance: Principal of Utmost Good Faith, Insurable Interest, Application and Acceptance : Prospectus, Proposal Form & Other Related Documents, Medical Examination, Age Proof, Special Report, Specimen of Proposal Form; Policy Document : Need and Format, Policy Preamble, Schedule, Attestation, Conditions and Privileges, Alteration, Duplicate Policy, Specimen of Policy Document	(5 Sessions)
UNIT III	Premium Payment, Lapse and Renewal: Premium, Surrender Values, Non- Forfeiture Options, Revival; Assignment Nomination Loans – Surrenders – Foreclosure: Assignment, Nomination, Loan and Surrenders, Foreclosure	(5 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Meaning of General Insurance – The Evolution and Growth of General Insurance – Types of General Insurance – Fundamentals of General Insurance –Recent innovations. Organization and Management of General Insurance Companies – Regulatory Framework for General Insurance	(5 Sessions)
UNIT V	Fire Insurance: Standard policies – Fire Insurance coverage –	(5 Sessions)

	Consequential loss (fire) Insurance policies – Declaration policies, Marine Insurance: Marine Cargo policies – Hull policies – Institute cargo clauses – Institute hull clauses – Open policies – Accumulation of risk per location -Motor Insurance: Types of policies – Third party Insurance – Comprehensive coverage – Conditions and Exclusions – premium	
UNIT VI	Non life miscellaneous insurances: Personal Accident Insurance, Health Insurance and Mediclaim policies, Liability Insurance, Burglary Insurance other Miscellaneous Insurances, Rural Insurance covers, Engineering Insurance and its Consequential loss covers, Aviation hull and Aviation liability.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- S. k. Kutty, “Managing Life Insurance” : Prentice Hall of India: New Delhi, 2008.

Reference Books:

- Module II, Principles and Practice of Life Insurance, The Institute of Chartered Accountants of India: New Delhi.
- B. Kenneth Jr. and H. Skipper Jr., “Life and Health Insurance”: Prentice Hall, Inc., England, 2000.
- K.C. Mishra and C.S. Kumar, “Life Insurance: Principles and Practice”: Cengage Learning, New Delhi, 2009.
- H. Sadhak, “Life Insurance in India: Opportunities, Challenges and Strategic Perspective”: Sage Publications Pvt. Ltd, 2009.

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO1 and CO2 outcomes.

Outcome: After completion of course, the student will be able to:

- CO1: Describe the concept of Life Insurance System, Agent, Plans of Life Insurance and Annuities.
- CO2: Demonstrate the Principles of Life Insurance Application and Acceptance for life insurance.
- CO3: Classify the Insurance Premium Payment method, Lapse and Renewal, Assignment Nomination Loans, Surrenders and Foreclosure.
- CO4: Explain the Meaning, Types & Fundamentals of General Insurance, Organization and Management of General Insurance Companies.
- CO5: Define the concept of Fire Insurance, Marine Insurance and Motor Insurance and Comprehensive coverage.

- CO6: Understand the concept non-life miscellaneous insurances which include Personal Accident Insurance, Health Insurance and Mediclaim policies, Liability Insurance, Burglary Insurance other Miscellaneous Insurances, Rural Insurance covers, Engineering Insurance and its Consequential loss covers.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO1/POS1
CO3	PO1, PO2/POS3
CO4	PO3/PSO1
PO5	PO1/PSO4
PO6	PO1/PSO2

MFME0001: Portfolio Management & Behavioral Finance

Objectives:

- » To provide a knowledge and understanding of basic concepts and fundamentals of securities trading and valuation.
- » To develop application and investment decision based on fundamental and technical analysis.
- » To analyse the behavioural aspects impacting investment decisions
- » To understand the rationality of behavioural influences investment decisions

Credits: 3

L-T-P-I: 3-0-0-0

UNIT I	Fundamentals of Investment – Fundamental concepts of Investments, Investment Process, Risk Assessment and Management in Investments. Portfolio Risk & Returns – Concepts of Risk and Returns, Measurement of Risk in terms of standard deviation and variance, Relationship between risk and returns. Markowitz and Sharpe Models	(5 Sessions)
UNIT II	Portfolio Management: Portfolio Management Process, Designing Investment Portfolio within and across Investment class Measuring Portfolio Performance: Sharpe Measure, Treynor Measure, Jensen Measure, Fama Measure	(6 Sessions)
UNIT III	Asset Allocation Strategies: Strategic, Constant Weight, Tactical, Dynamic, Integrated Asset Allocation Strategies International Portfolio Investments: Investment avenues for foreign portfolio investors, risks and returns associated with such investment	(4 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Behavioral Finance: Basics of Behavioral Finance, Psychology of Successful Investing Allied Theories and their implications on Investment Decision Making: Theory of Planned Behavior, Theory of Reasoned Action	(5 Sessions)
UNIT V	Major Behavioral Bias: Conservatism Bias, Confirmation Bias, Self-Attribution Bias, Hindsight Bias, Status Quo Bias	(6 Sessions)

	Major Heuristics: Attribution Substitution Heuristic, Prototype Heuristic, Representativeness Heuristic, Similarity Heuristic, Affect Heuristic, Availability Heuristic, Fluency Heuristic, Recognition Heuristic, Surprise Heuristic, Causality Heuristic, Outrage Heuristic, Choosing by default Heuristic, Choosing by linking Heuristic	
UNIT VI	Tracking Behavioral Irrationality in Empirical Data: Calendar Effect, January Effect, Monday Effect, Weekend Effect, Intra-period Effect, Disjunction Effect, Endowment Disjunction Effect, Disposition Effect, Persuasion Effect, Certainty Effect	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Chandra, P. (2008). Investment Analysis & Portfolio Management. New Delhi: Tata McGraw-Hill Company Limited.

Reference Books:

- Bodie, Zvi, K., Alex, Marcus, Alan, J. & Pitabas, M. (2008). Investments. Tata McGraw-Hill Publishing Company Limited, New Delhi.
- Jones, C. P. (2008). Investment Analysis & Management. New York: John Wiley & Sons.
- Sharpe, W. (2008). Investments. New Delhi: Prentice Hall India.
- Fischer & Jordan (2008). Security Analysis & Portfolio Management. New Delhi: Pearson Education.
- Ranganatham & Madhumati (2008). Investment Analysis & Portfolio Management. New Delhi: Pearson Education.
- Kester, Ruback & Tufano (2007). Case problems in Finance. New Delhi: Tata McGraw-Hill.
- Indian Securities Market Review (2009), www.nseindia.com.
- The Fact Book (2009). www.nseindia.com.

Suggested Journals:

- Journal of Fixed Income
- Review of Derivatives Research
- Case Folio: ICFAI
- Portfolio Organizer, ICFAI
- The Chartered Financial Analyst, ICFAI

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO2 and CO3 outcomes.

Outcomes: After completion of course, the student will be able to:

- CO1: Understand concepts of investment process, regulatory mechanism and SEBI guidelines for Investors Protection
- CO2: Explain mechanism of risk and return and assessment of efficiency of market and its implications for investors
- CO3: Understand mechanisms of Equity Valuation using fundamental and technical analysis
- CO4: Understand Behavioral aspects impacting investment decisions
- CO5: Understand about Behavioral theories and heuristics about portfolio management.
- CO6: Classify rationality and irrationality of behavioral aspects in investment decisions

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO2
CO2	PO2/PSO2,PSO5
CO3	PO2/PSO1
CO4	PO1/PSO2
CO5	PO2/PSO1
CO6	PO2/PSO4

MFME0011: Securities Intermediaries Compliance & Depository

Objective:

- » To understand the structure of financial and securities markets in India; financial intermediaries and the types of products available in the Indian market.
- » To understand the regulatory framework and the role of the various regulators in the financial system.
- » To understand the Importance of Compliance function and the scope and role of the compliance officer in the Indian securities market.
- » To understand the Depository Mechanism and its significance in securities markets operations.

Credits: 03

L-T-P-J: 3-0-0-0

Module No.	Content	Teaching Hours
UNIT I	Introduction to the Financial System: Understand the Indian Financial System. Know about the Financial Market Intermediaries. Know the various types of Financial Securities	(5 Sessions)
UNIT II	Regulatory Framework – General View: Regulatory System in India .role of the Financial Market Regulators, role of other regulators in the financial market: ROC, EOW, FIU-I, Police Authorities, Know the role of Appellate Authority. Legislative Framework Governing the Financial market	(5 Sessions)
UNIT III	Introduction to Compliance: Understand the need for Compliance Role and Reporting Structure of Compliance Officers (CO). Understand the Responsibilities of COs towards Stakeholders .Compliance requirements under the SEBI (CAPSM) Regulations, 2007. SEBI Act, 1992	(5 Sessions)

MID-TERM EXAMINATION		
UNIT IV	Securities Contracts (Regulation) Act, 1956 and Securities Contracts (Regulation) Rules, 1957 Sections of the SC(R)A, 1956 pertaining to Rules of the SC(R)R 1957	(5 Sessions)
UNIT V	Understanding Intermediary Specific Regulations: Understand the SEBI (Stock Brokers and Sub-Brokers) Regulations, 1992, to the following: Registration of Stock Brokers, Registration of Sub-Brokers, Registration of trading and clearing member, General obligations and responsibilities, Procedure for Inspection, Procedure for action in case of default, Code of conduct for Stock brokers, Code of conduct for brokers, Regulation of transactions between clients and brokers, Transactions between clients and brokers, Unique Client Code, Capital Adequacy norms for brokers, Maintenance of books of account and other documents in the manner sought by the enforcement agencies, Inspection of brokers by Stock exchanges, Direct Market Access - operational specifications, risk management, broker to be liable for DMA trades, Fees payable by Stock Brokers	(5 Sessions)
UNIT VI	SEBI (Merchant Bankers) Regulations, 1992, SEBI (Depositories) Regulations, 1996, SEBI (Depositories and Participants) Regulations, SEBI (Underwriters) Regulations, 1993	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Securities Intermediaries Compliance National Institute of Securities Markets (NISM)

Reference Books:

- Securities Intermediaries Compliance National Institute of Securities Markets (NISM)

FOCUS: This course focuses on Employability aligned with CO1 and CO2 outcomes.

Outcome: After completion of course, the student will be able to:

- CO1: Understand depth of the of capital markets in India with its instruments
- CO2: Understand the regulatory structure within which the Securities market operates
- CO3: Understand the Role and Reporting Structure of Compliance Officer
- CO4: Remember the guidelines under Securities Contracts (Regulation) Act, 1956

- CO5: Understand Intermediary Specific Regulations
- CO6: Understand the mechanism, process of depository system in securities holdings, transfer and settlement

**Mapping of Course
Program Outcomes
Specific Outcomes**

COs	POs/ PSOs
CO1	PO1, PO2 /PSO2, PSO3
CO2	PO1, PO2/ PSO1, PSO2, PSO4
CO3	PO1, PO2, /SO1, PSO2
CO4	PO1, PO2/PSO1, PSO2
CO5	PO1, PO2/PSO1, PSO2
CO6	PO1, PO2/PSO1, PSO2

**Outcomes (COs) with
(POs) and Program
(PSOs)**

MFME0002 :Principles and Practices of Insurance

Objectives:

- » To provide a knowledge and understanding related with basic concepts of Life Insurance.
- » To develop application and skills of life insurance aspect.
- » To enhance capability for appropriate administration and the legal and regulatory influences on the conduct of life insurance business.

Credits: 3

L-T-P-I: 3-0-

0-0

UNIT I	Life Insurance System: Organizational structure Important Activities, Fundamentals of Insurance Business, The Distribution, System, Appointment of Agent, Functions of Agents, Remuneration of Agents, Trends in Distribution Channels; Plans of Life Insurance : Need Levels, Basic Elements, Some Popular Plans, Limited Payment Plans, Participating Policies, Convertible Plans, Riders, For the Handicapped; Annuities : Nature of Annuities, Types.	(5 Sessions)
UNIT II	Group Insurance : Nature of Group Insurance, Types, Group Gratuity Schemes, Ways of Meeting Gratuity Liability, Group Superannuation Schemes, Other Group Schemes, Social Security Schemes; Other Special Need Plans : Industrial Life Insurance, Salary Saving Schemes, Additional Benefits, Married Women's Property Act.	(4 Sessions)
UNIT III	Principles of Life Insurance: Principal of Utmost Good Faith, Insurable Interest, Application and Acceptance : Prospectus, Proposal Form & Other Related Documents, Medical Examination, Age Proof, Special Report, Specimen of Proposal Form; Policy Document : Need and Format, Policy Preamble, Schedule, Attestation, Conditions and Privileges, Alteration, Duplicate Policy, Specimen of Policy Document.	(6 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Premium Payment, Lapse and Renewal: Premium, Surrender Values, Non- Forfeiture Options, Revival; Assignment Nomination Loans – Surrenders – Foreclosure: Assignment, Nomination, Loan and Surrenders, Foreclosure.	(5 Sessions)
UNIT V	The Conceptual Framework of Insurance, The Insurance Device, The Professional Approach, The Classification of Insurance Business, The Financial Aspects of Insurance Business.	(4 Sessions)

UNIT VI	Policy Claims : Maturity Claims Survival Benefits, Death Claims, Claim Concession Presumption of Death, Accident Benefit Options, Settlement Options, Valuation and Surplus, Reinsurance, Regulatory Mechanism Exchange Control Regulations, Consumer Protection Act. Ombudsman, Information Technology, IRDA Regulations, Investment norms for life insurance companies..	(6 Sessions)
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- Kutty S. & Mishra P. Life Insurance. Insurance Institute of India, 2009.

Reference Books:

- Module II, Principles and Practice of Life Insurance, The Institute of Chartered Accountants of India: New Delhi.
- Black, Jr. Kenneth and Harold Skipper Jr., Life and Health Insurance, Prentice Hall, Inc., England.
- K.C. Mishra and C.S. Kumar, Life Insurance: Principles and Practice, Cengage Learning: New Delhi.
- H. Sadhak, Life Insurance in India, Respose Books: New Delhi.

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO1 and CO3 and outcomes.

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the basic concept of life insurance
- CO2: Understand the basic concept of group insurance
- CO3: Understand the basic principles and initial documentation related to insurance policy purchase
- CO4: Understand the concept regarding calculation of policy premium and assignment
- CO5: Understand the conceptual framework and classification of insurance business
- CO6: Understand the concepts related to policy claims and the regulatory mechanism

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO2
CO2	PO1/PSO2
CO3	PO1/PSO3
CO4	PO2/PSO3
CO5	PO1/PSO2
CO6	PO1/PSO3

MFME0007: Indirect Taxes (Goods and Service Tax and Customs)

Objective:

- » To understand the basic concepts related to GST
- » To acquaint with the latest amendments made in connection with indirect taxation
- » To update the procedural part of GST
- » To understand the procedural requirements of Custom duty.

Credits: 03

L-T-P-J: 3-0-0-0

Module No.	Content	Teaching Hours
1	Introduction, Overview and Evolution of GST: Indirect tax structure in India, Introduction to Goods and Service Tax (GST) - Key Concepts, Phases of GST, GST Council, Taxes under GST, Cess.	4
2	Registration under GST: Threshold for Registration, Regular Tax Payer, Composition Tax Payer, Casual Taxable Person, on-Resident Taxable Person, Unique Identification Number, Registration Number Format.	7
3	Supply under GST and Valuation of Supply: Supply, Place of Supply, Interstate Supply, Export of Service, Export of Goods, Import of Service, Import of Goods, Valuation of Supply (Numerical on valuation and calculation of tax)	4
MID-TERM EXAMINATION		

4	Input Tax Credit under GST & Returns: Input tax credit process, Negative List for Input tax credit, Input Tax Credit Utilization and Input Tax Credit Reversal	4
5	GST Returns: Types of GST returns and their due dates, late filing, late fee and interest.	5
6	Custom Duty and Indirect Taxation: Definitions of certain terms relating to the custom act, custom tariff act, Levy, and types of custom duties. Indirect taxation applicable to few commodities levied by either Central or State Government.	6
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Kumar, Sanjeev. “Systematic Approach to Indirect Tax”, Bharat Law House.
- Sinha P.K. “Indirect Taxation”, Everest Publishing House, 2008.

Reference Books:

- Ahuja,G.&Gupta,R. (2015). “Systematic Approach to Taxation”, Bharat Law House
- Datey,V.S. (2018). “Indirect Taxes Law and Practice”, Taxman Publication, New Delhi

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO1 and CO3 outcomes.

Outcome: After completion of course, the student will be able to:

- CO1: Identify the core concepts, nature & scope of Goods and Service Tax (GST).
- CO2: Understand the Registration process under GST.
- CO3: Develop an understanding regarding the valuation of supply under GST.
- CO4: Understand Input Tax Credit eligibility and process under GST.
- CO5: Recognize the specific procedure to be applied in GST Returns.
- CO6: Understanding the nature and scope of Custom Duty and Indirect Taxation apart from applicability of GST.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Cos	POs/ PSOs
CO1	PO1,PO2 /PSO1, PSO2,PSO5
CO2	PO1,PO2/PSO2, PSO3
CO3	PO1,PO2/PSO2, PSO3
CO4	PO1,PO2,PO5/PSO2, PSO3
CO5	PO1,PO2/PSO2, PSO3
CO6	PO1,PO2/PSO2, PSO3

MBAE 0011: Working Capital Management

Objectives:

- » To enable the students with key issues in working capital management
- » To develop skills for interpretation business information and application of financial theory in corporate investment decisions, with special emphasis on working capital management.
- » To develop an understanding of the working capital management approaches for various components with the help of application of the concepts in real-life situations.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	<p>Introduction to Working Capital</p> <p>Conceptual Framework, Operating Environment of Working Capital, Determination of Working Capital Requirement, Working Capital Policy - Aggressive & Defensive</p>	(4 Sessions)
UNIT –II	<p>Management of Receivables</p> <p>Receivables: Nature & cost of maintaining receivables, objectives of receivables management, policies for managing accounts receivables, determination of potential credit policy and its implications</p>	(5 Sessions)
UNIT – III	<p>Management of Cash and Marketable Securities</p> <p>Cash: Motives for holding cash, objectives of cash management, Cash Management Models</p> <p>Cash Management: basic strategies, techniques and processes, cash management practices in India</p> <p>Marketable Securities: Concept, types, choice of securities;</p>	(6 Sessions)

	management practices	
MID-TERM EXAMINATION		
UNIT – IV	Management of Inventory Inventory: Need for monitoring & control of inventories, objectives of inventory management, risks and costs associated with inventories Inventory Management: Minimizing cost in inventory, Techniques of Inventory Management	(5 Sessions)
UNIT – V	Working Capital Financing Need and objectives of financing of working capital, cost-benefit analysis of alternative strategies for financing working capital, Pattern and sources of Working Capital Financing in India, with reference to Government policies	(5 Sessions)
UNIT – VI	Working Capital Management: An Integrated View Liquidity vs. Profitability Trade-off, Payables Management, Short-term International Financial Transactions, Integrating Working Capital and Capital Investment Process	(5 Sessions)
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- Pandey, I. M., Financial Management. 9th Edition. New Delhi: Vikas Publishing House., 2014.
- Bhalla, V. K., Working Capital Management: Text and Cases. 13th Edition. Anmol Publication Pvt. Ltd., 2015.

Reference Books:

- Kishore, R. M. Financial Management. 6th Edition. New Delhi: Taxmann Publication, 2012.
- Khan, M. Y., & Jain, P. K. Financial Management. New Delhi: Tata McGraw-Hill Publication, 2018.
- Rangarajan, K., Rangarajan, K., & Misra, A. Working Capital Management. Excel Books India, 2015.
- Periasamy, P. Working Capital Management –Theory & Practice. Himalaya Publishing House, 2016.

FOCUS: This course focuses on Employability aligned with CO1 and CO2 outcomes.

Outcomes:After completion of course, the student will be able to:

- CO1: Understanding of working capital management tenets in context of determination of working capital strategy with exposure to practical business challenges
- CO2: Application of receivable management techniques for determination of potential credit policy and its implications for achievement of business goals.
- CO3: Formulate cash management strategies by effectively implementing cash management models for effective and efficient management of cash in the organization.
- CO4: Application of inventory management techniques for effective and efficient management of inventories in the organization.
- CO5: Formulation of working capital financing strategies with special reference to government policies.
- CO6: Application of risk management strategies for corporate investment decisions with special emphasis on working capital management in global economic environment for enhanced profitability and better liquidity for economic success of the organization.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO2/PSO1,PSO2
CO2	PO5/PSO2, PSO4
CO3	PO2/PSO1
CO4	PO2/PSO2
CO5	PO2/PSO1
CO6	PO4/PSO2

MFME0004: Micro Finance and Financial Inclusion

Objectives:

- » To provide a thorough knowledge of the concept of microfinance and how microfinance institutions work, including the operational aspects of an SHG/ MFI.
- » To understand the mechanism of Micro Finance and its importance in the economic growth
- » To understand the relationship and intricacies between micro finance and Financial Incusion
- » To build up the financial literacy of the students aspiring careers in microfinance and SME sector

Credits: 3
0-0-0

L-T-P-I: 3-

UNIT I	Perspectives of Microfinance: Microfinance, Need of Microfinance, Evolution and Character of Microfinance in India, Microfinance Product Portfolio, Key Principles of Microfinance Dilemmas in Contemporary Microfinance Functioning Microfinance as a Tool for Development; India, MDGs and Microfinance	(5 Sessions)
UNIT II	Microfinance Delivery Methodologies: Self Help Group Model, Federated Self Help Group Model, Association Model, Community Banking Model, Grameen Bank Model, Cooperative / Mutually Aided Cooperative	(5 Sessions)

	Model, Rotating Savings and Credit Association (ROSCA), Non Banking Finance Company (NBFC) Model (BASIX)	
UNIT III	. Emerging Microfinance Issues: Legal and Regulatory Framework, Emerging Issues Impact Assessments and Social Assessments of MFIs. SHG-Bank Linkage Programme: Overview, Evolution, Need, Models of Linkage between Banks and Self-Help Groups, Impact, Progress, Promotional Initiatives, Issues in SHG – Bank Linkage Programme, Challenges	(5 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Operational aspects of Micro Finance (I) Accounting and Financial Reporting, Financial Analysis, Revenue Model, Operating Costs and Efficiency, Products and Services, Risk Management, Credit Bureaus and Credit Scoring	(5 Sessions)
UNIT V	Operational aspects of Micro Finance (II) Basics of Banking, Priority Sector Norms of Lending, Commercial Banks as Micro lenders, The Technological Base: Payment Systems and Banking Software, Building the Market for Investing in Microfinance	(5 Sessions)
UNIT VI	Financial Inclusion Realize the need for and basics of Financial Inclusion. Learn about basics of Banking. Comprehend the Banking Structure Differentiate types of banking .Understand the History and evolution of Banking in India. Learn about recent trends in banking	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Book:

- Indian Institute of Banking and Finance. Micro-Finance: Perspectives and Operations; Macmillan India Limited, 2008.
- Panda D. K. Understanding Microfinance.; Wiley India Publication, 2009.

Reference Books:

- Rhyne, E. Edition I. Microfinance for Bankers and Investors: Understanding the Opportunities and Challenges of the Market at the Bottom of the Pyramid. Tata McGraw Hill Publication, New Delhi, 2009.

FOCUS: This course focuses on Employability/aligned with CO1 and CO4 outcomes.

Outcomes: After completion of course, the student will be able to:

- CO1: Understand different perspectives of Microfinance, Need of Microfinance and Microfinance Product Portfolio.
- CO2: Understand commercial banks and their participation in rural development.
- CO3: Understand various Microfinance Delivery Models.
- CO4: Understand financial reporting, financial analysis, revenue model, Operating Costs and Efficiency, Products and Services, Risk Management, Credit Bureaus and Credit Scoring
- CO5: Understand operational aspects of micro finance.
- CO6: Understand concept of financial inclusion and its interconnectedness with micro finance

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Course Outcome	PO/PSO
CO1	PO1/PSO1,PSO2
CO2	PO2/PSO2,PSO5
CO3	PO2/PSO1
CO4	PO1/PSO2
CO5	PO2/PSO1
CO6	PO2/PSO4

MBAE0062: Management of Financial Services and Institutions

Objective:

- » To give the students an insight into the principles, operational policies and practices of the prominent Financial Markets and Institutions, their structure and functioning in the changing economic scenario, and to make critical appraisal of the working of the specific financial institutions of India.

Credits:03

L-T-P-J: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Management of Commercial Banking Institutions (I): Banking industry in India and its constituents, RBI – introduction & major functions, commercial banks in the Emerging Environment of Privatization and Globalization, Internet banking and mobile banking.	(5 Sessions)
UNIT –II	Management of Commercial Banking Institutions (II): Management of deposits of commercial banks, management of loans in commercial banks, Asset liability management, Management of NPAs, Interest rate structure	(5 Sessions)
UNIT – III	Management of Financial Services: Mutual Fund – origin and growth of mutual fund, Constituents and management of Mutual Fund – sponsors, trustees, AMCs	(5 Sessions)

	and custodian, Type of mutual fund schemes, benefits of mutual fund as an investment option.	
MID-TERM EXAMINATION		
UNIT – IV	Management of development Financial Institutions: Meaning and importance of development financial institutions. IDBI, ICICI, IFCI, NABARD and SFCs – introduction and major objectives. Microfinance: Need, Evolution, Initiatives, Challenges, SHG – Bank Linkage Programme, Financial Inclusion Micro Finance Institutions – concept and services.	(5 Sessions)
UNIT – V	Merchant Banking and Venture Capital: Merchant banking – origin and development of merchant banking in India. Importance of merchant bankers, guidelines of SEBI towards merchant banking. Venture Capital – concept and importance of venture capital, venture capital in India, guidelines for venture capital.	(6 Sessions)
UNIT – VI	Management of NBFCs : Non Banking Financial Institutions – Activities and Role of NBFC; Regulatory Framework of NBFC; Recent Development. Leasing & Hire Purchase – concept of lease & hire purchase, lease vs. hire purchase, benefits to lesser and lessee.	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- K. Singh, “Financial Institutions and Markets”: SYB GEN Learning, 2020.
- F. J. Fabozzi, F. P. Modigliani and F. J. Jones, “Foundation of Financial Markets & Institutions”: Pearson Education, 2014.
- M Kohn, “Financial Institutions & Markets”: TATA McGraw Hill, 2006.
- M Y Khan, “Indian Financial System”: TATA McGraw Hill, 2015.

Reference Books:

- B. V. Pathak, “Indian Financial System”: Pearson Publication, 2010.

FOCUS: This course focuses on Employability/aligned with CO2 and CO3 outcomes.

Outcome: After completion of course, the student will be able to:

- CO1: Understand the concept of Mutual Fund, AMCs, custodian and Recent developments in mutual fund industry.
- CO2: Understand the concept of lease & hire purchase.
- CO3: Understand the concept of factoring, Evaluation of factoring, Forfaiting and Securitization.
- CO4: Describe the importance of development financial institutions and functions & major objectives of National Housing Bank.
- CO5: Understand the concept and Importance of Merchant banking, Venture Capital and Credit rating agencies
- CO6: Identify the activities, role and regulatory framework of NBFCs.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO1, PO2/PSO2
CO3	PO1, PO2/PSO3
CO4	PO1/PSO5
CO5	PO2/PSO1
CO6	PO3/PSO3

MBAE0012: Financial Derivatives

Objectives:

- » To make the students aware about various financial derivatives available
- » To evaluate how these financial derivatives are used to minimize risk and to learn how to formulate option trading strategies and execute them
- » To learn when to use a particular financial derivative

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Derivatives: Definition and Origin of Derivatives Type of Derivative Contracts: Forwards, Futures, Options & Swap Participants in Derivative Market Economic Function of Derivative Market – Risk Management, Market Efficiency, Price Discovery Role of Derivatives in Hedging, Speculation & Arbitrage	(5 Sessions)
UNIT –II	Option Contracts: Option Terminology, Comparison between Futures and	(5 Sessions)

	Options, Options Payoffs, Application of Payoffs Exotic Options: Asian, Bermudan, Compound, Binary, Barrier, Look back, Shout, Chooser	
UNIT – III	Pricing of Options: Variables affecting Price of Options, Binomial Model and Black-Scholes Model for Option Pricing Option Greeks: Delta, Gamma, Theta, Vega & Rho	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Option Trading Strategies: Long / Short Call, Long / Short Put, Covered Call / Put, Long / Short Strangle, Long / Short Straddle, Collar, Spread, Long / Short Call Butterfly, Long / Short Call Condor	(7 Sessions)
UNIT –V	Fundamentals of Futures: Difference between Forward & Futures, Futures Terminology, Margins, Daily Mark-to-Market and Final Settlement, Contango and Backwardation Payoff Matrix from Futures, Hedging with Futures	(5 Sessions)
UNIT – VI	Swaps: Interest Rate Swaps & Currency Swaps Credit Derivatives: Credit Risk & Rating, Collateralized Debt Obligations (CDO), Credit Default Swaps (CDS) Regulatory Framework of Derivative Markets	(5 Sessions)
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- Hull, J.C. Options, Futures and Other Derivatives. New Delhi: Prentice Hall of India Limited. 2018.

Reference Books:

- Gupta S. L. Financial Derivatives. New Delhi: Prentice Hall of India Limited. 2010.
- Johnson, P.M. Derivatives: A Manager's Guide to the World's Most Powerful Financial Instruments. USA: McGraw-Hill Professional. 1999.
- Kolb, R.W. & Overdahl, J.A. Financial Derivatives. New York: Wiley and Sons. 2003.
- Miller, M.H. Merton Miller on Derivatives, New York: Wiley and Sons. 1997.
- Somanathan. Derivatives: Markets, Valuation, and Risk Management, New Delhi: Tata McGraw-Hill. 1998.

FOCUS: This course focuses on Employability aligned with CO1 and CO2 outcomes.

Outcomes:After completion of course, the student will be able to:

- CO1: Understanding concepts of financial derivatives and its application in hedging, speculation and price discovery
- CO2: Application of futures and option payoffs and understanding implications of exotic options
- CO3: Acquaintance of mechanism of valuation of options using Binomial Model and Black and Scholes Model and implications of option greeks for derivative trading
- CO4: Developing various option combination strategies with real time NIFTY data and understanding the timing of strategy and its payoff.
- CO5: Understanding fundamentals of futures along with payoff of futures and hedging using futures.
- CO6: Understanding working mechanism of Interest rate swaps, currency swaps and Credit derivatives along with the regulatory framework

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	Pos / PSOs
CO1	PO1 / PSO1
CO2	PO1 / PSO1, PSO2
CO3	PO2 / PSO1, PSO2
CO4	PO2 / PSO1, PSO4
CO5	PO1 / PSO1, PSO3

MBAE 0013: Tax Planning

Objectives:

- » To provide students a comprehensive overview of the taxation system, procedures, structures and their implications in terms of tax planning for individuals as well as corporate
- » To develop analytical skills of students to acquaintance of the practical functioning of taxation in corporate spectrum by extending the maximum practical exposure to students

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Introduction to Taxation Basics Introduction to Basic Tax Concepts, Evolution of Taxation System, Tax Planning, Tax Avoidance, and Tax Evasion, Residential Status of Assessee and its impact on Tax Liability	(4 Sessions)

UNIT –II	Taxation for Individual (I) Income from Salary: Allowances, Perquisites, Retirement Benefits. Deductions from gross salary u/s 16	(5 Sessions)
UNIT – III	Taxation for Individual (II) Income from House Property: Computation of GAV, NAV, Deductions u/s 24, Income from Capital Gains: Computation of Short Term & Long Term Capital Gains, Deductions u/s 54	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Taxation for Individual (III) Profits and gains from business and profession: Allowed Deductions, Disallowed Expenditures, Depreciation. Income from other sources: Scope and Deductions.	(5 Sessions)
UNIT – V	Clubbing and Set off of Incomes Clubbing of Income, Deemed Income, Income of Spouse, Income of Minor child, Gift Provisions Set off and Carry forward of Losses, Related Provisions, Calculation of Gross total Income, Calculation of Tax Liability	(7 Sessions)
UNIT – VI	Taxation Procedure: Permanent Account Number(PAN), Advance Payment of Tax, TDS Rates and Rules, Filing of Return, e-filing of return,	(3 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Singhanian, V. K. &Singhanian, M. Corporate Tax Planning and Business Tax Procedures. Taxmann Publication, New Delhi, 2020.
- Mehrotra, H. C. Corporate Tax Planning. SahityaBhawan Publication, 2020.

Reference Book:

Bhatia, H. L. Public Finance. Vikas Publishing House, 2020.

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO1 and CO3 outcomes.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding concepts of tax planning, tax avoidance and tax evasion along with computation of residential status of assessee and its impact on tax liability
- CO2: Acquaintance of provisions related to income from salary, house property, and business and profession
- CO3: Acquaintance of provisions related to computation of taxable income of capital gains and other sources
- CO4: Understanding procedure of tax liabilities of individual and companies along with procedures of Minimum Alternate Tax, and Tax deductible Deductions
- CO5: Understanding procedures of taxation related to clubbing of income, set off and carry forward of losses and filing of return
- CO6: Explanation of basic understanding related to Goods and Service Tax along with functioning and procedural norms

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1 / PSO1
CO2	PO1 / PSO1
CO3	PO2 / PSO1, PSO4
CO4	PO2 / PSO1, PSO2
CO5	PO1 / PSO1, PSO2
CO6	PO1 / PSO1, PSO2

MFME0006: Retirement Planning

Objective:

- » To understand the importance of retirement planning for the preretirement accumulation period and the actual retirement period when funds are used.
- » Demonstrate the ability to provide a client with an evaluation of retirement needs.
- » Explain important provisions of Social Security and Medicare coverage.
- » Determine legal and tax requirements for a retirement plan to be considered qualified for income tax purposes.

Credits: 03

L-T-P-J: 3-0-0-0

Module No.	Content	Teaching Hours
1	Introduction to Retirement Planning: Need for Retirement Planning. Basic financial concepts associated with retirement planning .Features of the retirement goal .Advantages and importance of starting retirement savings early. Risk of Underestimating Retirement Goals. Emotional Aspects of Retirement.	5
2	Financial Markets and Investment Products: Need for Making Investments to Reach Retirement Goals .Difference between Savings and Investments. Asset Class and Sub-Asset Classes. Features of Different Asset Classes Asset Class Returns. Common Risks in Investments. Matching Investor Needs to Asset Class Features. Impact of Macro-Economic Factors on Asset Classes.	5
3	Retirement Planning : Evaluate Client's Current Situation .Learn the Process of Setting the Retirement Goal. Investing for Accumulation Post-retirement Stage. Risks in Distribution Stage. Monitor and Update the Retirement Plan. Behavioural Bias in Decision Making	5
MID-TERM EXAMINATION		
4	Retirement Planning Products: National Pension System National Pension System. Working of NPS .Subscribing to the NPS Investing in the NPS .Tax aspects of subscribing to the NPS	5
5	Retirement Planning Strategies: Bridging Shortfall in Retirement Corpus .Periodic Investments .Retirement Income from Multiple Sources. Bucket Strategy. Tax Advantages in Different Stages of Retirement. Automating Investment. Special Situations in Retirement: Debt Obligations in Retirement Documents for Effective Retirement Planning.	5
6	Regulations and Regulators: Indian Regulatory System. Role of Pension Fund Regulatory and Development Authority (PFRDA).Role of Regulators. Regulations for Retirement Advisers .Ethics beyond Regulations .Subscriber Grievance Redressal Mechanism	5
* **	Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutes	

Text Books:

- Retirement Adviser National Institute of Securities Markets (NISM)

Reference Books:

- » Singhania, V. K. & Singhania, M. , “Students Guide To Income Tax including GST” Taxmann Publication, New Delhi.
- » Lal & Vashisht, “Direct Taxes”, Latest Edition, Tata McGraw Hill.

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO1 and CO2 outcomes.

Outcome: After completion of course, the student will be able to:

- CO1: Understand the basic concept, nature & scope of Corporate tax structure.
- CO2: Assess the firm’s gross total income, taxable income under Profit and Gains from business profession and tax liability and valuation of Retail Business.
- CO3: Develop an understanding various Deductions allowed to Corporate with reference to Profit and Gains from business profession and Setoff and carry forward of unabsorbed depreciation.
- CO4: Understanding transfer pricing associated different methods, different aspects of business organizations and foreign collaboration.
- CO5: Identify the basic procedure and implications of Goods and Services tax
- CO6: Understanding the Tax Planning with regard to financial structure and financial decisions a company should take in different case scenarios.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1, PO2 / PSO1, PSO2
CO2	PO1, PO2 / PSO2, PSO3
CO3	PO1, PO2, PO5 / PSO2, PSO3
CO4	PO1, PO2, PO5 / PSO2, PSO3
CO5	PO1, PO2 / PSO3, PSO5
CO6	PO1, PO2, PO5 / PSO2, PSO3, PSO5

MBAO 0004: Merger Acquisition and Corporate Restructuring

Objectives:

- » To develop an understanding of the motives and modes of M&A in contemporary business environment.
- » To enable the students to explore the valuation of M&A deals from finance perspective
- » To instill in them the ability to evaluate the benefits and costs of M&A deals.

Credits: 3

L-T-P-I:

3-0-0-0

UNIT – I	Introduction Business Alliances: Various Forms of Business Alliances, Strategic Choice of Type of Business Alliance, Basic Concepts in M&A, Forces driving M&A Activities, Types of Merger, Motives behind Mergers, Theories of M&A, Operating, Financial and Managerial Synergy of Mergers, Merger Process, Legal Procedures, Major Challenges to success of Mergers, Due Diligence Corporate Restructuring: Reasons, Broad Areas, Techniques, Implications	(4 Sessions)
UNIT –II	Takeover Defenses Defensive Operating Performance, Defensive Financial Techniques, Restructuring and Financial Engineering, Anti-takeover Charter Amendments, Other Board or Management Methods, Post Acquisition Bid Techniques	(4 Sessions)
UNIT – III	Valuation of M&A (I) Valuation Approaches, Discounted Cash Flow Valuation, Relative Valuation, Valuing Operating & Financial Synergy, Valuing Corporate Control, Share Exchange Ratio	(7 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Valuation of M&A (II) Pricing of M&A Deals, Estimating Merger Gains and Costs, Methods of Payment in Merger Transactions, Comparable Companies or Transactions Approach	(5 Sessions)
UNIT – V	Key Financial Management Issues in M&A Mergers as a Capital Budgeting Decision, Cost of Capital, Financing the Mergers and Takeovers, Tax Planning for M&A	(6 Sessions)
UNIT – VI	M&A Ethical and Legal Framework Ethical Issues of Merger and Take-over, Legal and Regulatory Framework of M & A, Provisions of Company's Act 1956, Indian Income Tax act 1961, SEBI Takeover Code, Provisions of Competition Act	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- B Rajesh Kumar. Mergers & Acquisitions: Text & Cases. McGraw Hill Education, 2012.

- Chandrashekar Krishna Murthy & Vishwanath S.R. Merger Acquisitions & Corporate Restructuring. Sage Publication, 2010.

Reference Books:

- K Ashwath Damodaran. Corporate Finance – Theory And Practice. John Wiley & Sons, 2012.
- Khan, M. Y., & Jain, P. K. Financial Management. New Delhi: Tata McGraw-Hill Publication, 2018.
- Sudi Sudarsanam. Value Creation from Mergers and Acquisitions. Pearson Education, 2016.

FOCUS: This course focuses on Employability aligned with CO1 and CO3 outcomes.

Outcomes: After completion of course, the student will be able to:

- CO1: Understanding of basic concepts related to Merger Acquisition and Corporate Restructuring.
- CO2: formulate various strategies related to takeover defense.
- CO3: Understand various techniques of company valuation from merger and acquisition perspective.
- CO4: Application of valuation techniques for pricing merger deals and payment mechanism.
- CO5: Understanding of key financial issues of merger and acquisitions related to taxes and costs.
- CO6: Understanding of ethical and legal Framework of Merger and Acquisition.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1, PO2/PSO1, PSO2

CO2	PO5/PSO1, PSO4
CO3	PO4/PSO1, PSO3
CO4	PO2/PSO2
CO5	PO2/PSO1
CO6	PO4/PSO1

MFME0008: Credit Evaluation, Monitoring & Recovery Management

Objective:

- »» To understand the mechanism of credit assessment and credit evaluation of a credit project.
- »» To get a fair view on credit risk assessment.
- »» To understand the Credit Monitoring Arrangements (CMA) procedure, process and monitoring arrangements by the Reserve Bank of India.
- »» To know the process of recovery and follow up of large borrower accounts and process and procedures of corporate debt restructure

- » To understand various legal remedies available to banks and financial institutions for efficient recovery management including Insolvency & Bankruptcy code, 2016.

Credits: 03

L-T-P-J: 3-0-0-0

Module No.	Content	Teaching Hours
I	Fundamentals of Credit Assessment - Fundamental principles of credit assessment, Market and Demand analysis, Credit worthiness and feasibility of the project. Credit evaluation models – Decision tree analysis, radial Basis neural network model, Logt Regression Mode	(5 Sessions)
II	Planning: Risk Assessment – External and Internal Risks associated with different types of credit proposals, Credit Rating score and its analysis, Credit risk assessment models of banks, Factors affecting decision on overall risk assessment.	(5 Sessions)
III	Credit Monitoring Arrangements – Legal aspects of security charge and loan documentation, Post-sanction follow up mechanism, Inspection and Physical verification, Analysis of financial results, Need for corrective measures, Reporting to higher authorities	(5 Sessions)
MID-TERM EXAMINATION		
IV	Role of RBI and Banks in Credit Monitoring – Credit Monitoring Arrangements (CMA) guidelines by the RBI, Mandatory and periodical Reporting requirements of RBI, Follow up and supervision process and mechanism in practice cases of failures of project for lack of proper monitoring	(5 Sessions)
V	Recovery Management in Banks: Need for Recovery Management, Mechanism for non performing assets classification and management, Impact of NPA on banks performance, Normal Recovery procedure, Recovery management strategies in practice.	(5 Sessions)
VI	Legal Remedies for Banks Recovery – Recovery procedure through tribunal, Recovery through LokAdalat, Strategic Debt Recovery Scheme of the RBI, Provisions under Insolvency and Bankruptcy Law.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- P. Suresh., P. Justin., “Management of Banking and Financial Services”: Pearson

Reference Books:

- Singh. Kanhaiya “Corporate Banking”:Vikas Publishing House,2014
- Bankers handbook on Credit management, IIBF, Mumbai
- Reserve bank of India Circulars and guidelines.

FOCUS: This course focuses on Employability/aligned with **CO1** and **CO2** outcomes.

Outcome: After completion of course, the student will be able to:

- CO1: Understand knowledge of credit assessment and credit evaluation
- CO2: Understand process and practices of credit monitoring arrangements
- CO3: Understand the Risk assessment models adopted by banks to minimize the risks.
- CO4: Understand the management process and practices of bad debts and non-performing assets.
- CO5: Understand the various provision for Legal Remedies for Banks Recovery
- CO6: Understand the whole mechanism and process of Insolvency & Bankruptcy code, 2016 and its impact on recovery of dues of banks and financial institutions.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1, PO2 /PSO1, PSO3
CO2	PO1, PO2 /PSO2, PSO3
CO3	PO1 ,PO2 /PSO2, PSO3
CO4	PO1, PO2 /PSO2, PSO4
CO5	PO1, PO2 /PSO2
CO6	PO1, PO2 /PSO2, PSO3

MFME0012: Project appraisal and Monitoring

Objectives:

- » To understand Project, the Project Life Cycle, Roles of various stakeholders, Challenges and importance of Project Management.

- » To learn and apply the tools and techniques in initiating and planning a project such as estimating the project budget and cost, developing a project plan, developing a project schedule, management of risks etc.
- » To know how to apply different project management processes, tools and techniques right from executing, monitoring and control to project closure.
- » To get an exposure to prepare a proposal for a project and present a business case.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Project Planning: Types of capital investments and capital Budgeting, Project Analysis-feasibility study, Project Life cycle, Role of various stakeholders.	(5 Sessions)
UNIT –II	Budgeting & Resource Mobilization: Budgeting and cost estimation, Reducing Project duration, Risk Assessment, Resource Mobilization – Sources of finance, cost of capital, selection of capital sources, Resource scheduling, assessment of working capital requirement	(5 Sessions)
UNIT – III	Cash flows management Principles of cash flow estimation, Cash flows estimation in practice, cash flows for replacement projects, Cash flow management techniques.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Risk Analysis in a Project Risk analysis – sensitivity analysis, scenario analysis, Break-even analysis, Simulation Analysis, Decision Tree Analysis, Project Risk management.	(5 Sessions)
UNIT – V	Valuation of Infrastructure Projects Issues involved in infrastructure project financing, social aspects in infrastructure projects, social cost-benefit analysis, UNIDO approach, public sector investment decisions in practice.	(5 Sessions)
UNIT – VI	Monitoring and control of project Finance Project Execution Practices- contract management & Outsourcing, Performance measurement and evaluation, PERT Model and CPM model.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Prasanna Chandra (latest edition), projects Planning, Analysis, Selection and Review, MC Graw Hill

Reference Books:

- A Guide to the Project Management Body of Knowledge (PMBOK Guide) by The Project Management Institute
- PMI's website at www.pmi.org and online bookstore at www.pmibookstore.org.

FOCUS: This course focuses on Employability aligned with CO1 and CO2 outcomes.

Outcomes: After completion of course, the student will be able to:

- CO1: Describe the concept of project planning and role of various stakeholders.
- CO2: Recognize the concept of budgeting, resource Mobilization & risk assessment to understand their role in project appraisal.
- CO3: Understand the role of cash flow estimation & management in project appraisal and monitoring.
- CO4: Classify the role of risk analysis techniques in project appraisal and monitoring.
- CO5: Define the concept of infrastructure project financing & social cost-benefit analysis in project monitoring.
- CO6: Explain the models of project execution practices to know about project appraisal and monitoring.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO2
CO2	PO2/PSO2,
CO3	PO2/PSO1
CO4	PO1/PSO2
CO5	PO2/PSO1
CO6	PO2/PSO4

Objectives:

- » To understand in depth the functioning of commodity markets in India
- » To evaluate how these commodity derivatives are used to minimize risk
- » To learn how to formulate option trading strategies and execute them
- » To learn when to use a particular commodity derivative

Credits: 3**L-T-P-I: 3-0-0-0**

UNIT No.	Content	Teaching Hours
UNIT – I	Commodity Market: Structure of Commodities Market in India, Reasons for investing in Commodities Commodity Derivatives (I): Definition and Origin of Commodity Derivatives, Difference between financial derivatives and commodity derivatives, concept of warehousing and quality of underlying assets.	(4 Sessions)
UNIT – II	Commodity Derivatives (II): Instruments available for trading: Commodity Forwards and Commodity Futures, Comparison between Futures and Options, Future and Option Payoffs.	(5 Sessions)
UNIT – III	Commodity Derivatives (III): Agricultural Price Risk Management, Crude oil & Base Metal Derivatives, Gold & Electricity Price Risk Management, Weather and Carbon Derivatives, Derivatives on Freight, Water, Property and Payroll.	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Payoffs of Commodity Option Combination Strategies: Collar, Straddle, Strangle, Butterfly, Condor, Spread	(7 Sessions)
UNIT – V	Commodity Derivative Contract Information: Contract Specifications, Delivery and Settlement Procedure – Bullion, Mechanism of Spot Price Polling Commodity Derivative Trading Mechanism at Exchange	(5 Sessions)
UNIT – VI	Clearing and Settlement: Clearing Mechanism, Settlement Schedule, Settlement Mechanism, Commodities Transaction Tax Risk Management: Margins, Voluntary Close Out, Violations	(3 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- Hull, J.C. Options, Futures and Other Derivatives. New Delhi: Prentice Hall of India Limited, 2018.

Reference Books:

- Gupta S. L. Financial Derivatives. New Delhi: Prentice Hall of India Limited, 2010.
- Arditti, F.D. Derivatives: A Comprehensive Resource for Options, Futures, Interest Rate Swaps and Mortgage Securities, Washington, D.C.: Island Press, 1996.
- Johnson, P.M. Derivatives: A Manager's Guide to the World's Most Powerful Financial Instruments. USA: McGraw-Hill Professional, 1999.
- Kolb, R.W. & Overdahl, J.A. Financial Derivatives. New York: Wiley and Sons, 2003.
- Miller, M.H. Merton Miller on Derivatives, New York: Wiley and Sons, 1997.
- Somanathan. Derivatives: Markets, Valuation, and Risk Management, New Delhi: Tata McGraw-Hill, 1998.

FOCUS: This course focuses on Employability aligned with CO1 and CO2 outcomes.

Outcomes: After completion of course, the student will be able to:

- CO1: Understand concepts of commodity derivatives and its application in hedging, speculation and price discovery
- CO2: Apply of futures and option payoffs and understanding implications of commodity forwards and futures
- CO3: Acquaintance of mechanism of Crude Oil and Base metal derivatives, Weather and Carbon Derivatives
- CO4: Develop various option combination strategies with real time commodity data and understanding the timing of strategy and its payoff
- CO5: Understand fundamentals of commodity derivative contract information and commodity derivative trading mechanism at exchange
- CO6: Understand working mechanism of clearing, settlement and risk management of commodity derivatives

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1 / PSO1
CO2	PO1 / PSO1, PSO2
CO3	PO2 / PSO1
CO4	PO2 / PSO1, PSO2
CO5	PO1 / PSO1
CO6	PO1 / PSO1

MBAE 0014: International Financial Management

Objectives:

- » To make the students understand financial management in global context.
- » To explain the foreign exchange market-major players, basic concepts, international monetary system and contemporary practices.
- » To develop an insight into the meaning and increasing role of derivatives in the international financial market and help students to make the short term and long term financial decisions in the global market.

Credits: 3

L-T-P-I:

3-0-0-0

UNIT – I	International Enterprise & Multinational Financial Management: The rise of Multinational Corporation, The Internationalization of Business and Finance, The Scope of International Finance, Distinguishing Features of International Finance International Monetary System: The Gold Standard, The Inter-war Years, The Bretton Woods System, The Smithsonian Agreement, The Flexible Exchange Rate Regime, Alternate Exchange Rate Systems	(4 Sessions)
UNIT –II	The Foreign Exchange Market: Foreign Exchange Market and its Functions, Foreign Exchange Rates, Arbitrage, The Spot Market, Cross Rates of Exchange, Bid - Ask Spreads, The Forward Market, Interest Arbitrage Theories of Foreign Exchange Rate Movement: Purchasing Power Parity, International Fisher Effect, Interest Rate Parity	(4 Sessions)
UNIT – III	Management of Foreign Exchange Risk: Foreign Exchange Risk, Management of Translation, Transaction, and Economic Exposures Country Risk Analysis: Measuring Political Risk, Economic and Political Factors underlying Country Risk, Country Risk Analysis in International Banking	(7 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Financial Management of the Multinational Firm: Cost of Capital and Capital Structure of the Multinational Firm, Multinational Capital Budgeting – Application and Interpretation, Multinational Cash Management, International Taxation	(6 Sessions)

UNIT –V	Foreign Investment Analysis International Portfolio Investment, Optimal International Asset Allocation, Measuring Total Return from Portfolio Investing, The International Capital Asset Pricing Model Corporate Strategy and Foreign Direct Investment	(4 Sessions)
UNIT – VI	Balance of Payments: The International Flow of Goods, Services and Capital; Balance of Payments Accounting, Balance of Payment Statements, Coping with the Current Account Deficit Eurocurrency Market: Domestic Issues vs. Euro Issues, International Bonds Market, External Commercial Borrowings, Euro Debt, Foreign Currency Convertible Bonds	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Apte, P.G. International Financial Management. New Delhi: Tata McGraw-Hill Company Limited, 2015.

Reference Books:

- K AshwathDamodaran. Corporate Finance – Theory And Practice. John Wiley & Sons, 2012.
- Eun C.S. & Resnick, B.G. International Financial Management, USA: McGraw-Hill, 2014.
- Stonehill, A.I., Michael, H. &Moffet. International Financial Management, United Nations: United Nations Library on Transnational Corporations, 2012.
- Madura, J. International Financial Management. USA: Cengage Learning, 2014,
- Sharan, V. International Financial Management. New Delhi: PHI Learning Pvt. Ltd, 2015.
- Siddaiah, T. International Financial Management. Noida: Pearson Education India, 2009.
- Kevin. Fundamentals of International Financial Management. New Delhi: PHI Learning Pvt. Ltd, 2015.
- Srinivasan, S.P. International Financial Management. Delhi: Dreamtech Press, 2015.

FOCUS: This course focuses onEmployabilityaligned withCO1and CO3 outcomes.

Outcomes:After completion of course, the student will be able to:

- CO1: Understand the evolution & significance of international finance & monetary system
- CO2: Develop an insight into the contemporary practices of foreign exchange market & different types of quotations.
- CO3: Illustrate & outline the key factors of risk analysis at global context.
- CO4: Develop critical thinking about management of budget, cash & tax for operations at international level.
- CO5: Understand various financial decisions in the global market
- CO6: Compare international financial market to domestic financial market & to know about economy & international finance.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO2
CO2	PO1/PSO2, PSO4
CO3	PO4/PSO1, PSO3
CO4	PO1/PSO2, PSO4
CO5	PO4/PSO1, PSO2
CO6	PO4/PSO1, PSO 2

Course Curriculum



Master of Business Administration

**(MBA-Integrated)
(8414)**

Session 2020-21

Institute of Business Management

MBA-Integrated

ABOUT THE PROGRAM

The Institute of Business Management offers two-year full time MBA in Financial Markets and Banking (MBA-FMB). This course is designed to cater the growing need of

management professionals for Financial Markets and Banking industry. The Financial markets and banking services have been growing in an integrated manner across the globe and within India that requires professionals and experts to manage different types of financial transactions to co-integrate the increased corporate financial needs through innovative financial instruments. The very objective of this program is to develop high quality management professionals equipped with technical and managerial competency with global mindset. The focus of program is to develop a holistic and integrative approach of management of Financial Markets and Banking services industry.

Five Years Integrated Programme in Management

Duration: Five Years

About the Program:

Today's business environment is characterized by dynamic uncertainties and complexities, which makes the work of managers and organizational leaders extremely challenging. There are new products, services and business processes that are being engineered to meet contemporary requirements of the industry. Corporate world's scenario is changing rapidly in last few years and there has been a dynamic upsurge in demand of professionals who can handle the complex and challenging work profiles effectively and efficiently.

Thus, those who aspire to secure their future with the help of management education need to acquire specialized knowledge, skills and attitude along with multi-tasking ability in order to understand and analyze complex business situations. In pursuit of this goal, the management programme of GLA University, nurtures leaders capable of contributing to different sectors.

This course is for all eligible class XII pass-outs, aspiring for a career in business management. The syllabus is directional in scope and permits the much desirable flexibility to keep pace with the ever – growing body of knowledge, experience and explorations in different domains. The course structure is carefully designed so that students get an edge in dealing with diverse situations when they step into the corporate world.

Need of Program:

Institute of Business Management has been striving to the best of its potential to deliver in the spectrum of various domains of management discipline. However, there has been a lot of surge from alumni as well as corporate world to introduce a specific course which can deliver best to those who are, right after their 12th examinations, having a clear vision to acquire management education and then a suitable career with the help of the same. This course hence will prepare the professionals to meet the contemporary requirement of the industry and to grab the best opportunity available.

Integrated Management Programme is meant for young students with managerial and leadership aspirations. The programme offers comprehensive management education combined with in-depth specific domain.

Institute of Business Management has been striving to the best of its potential to deliver in the spectrum of various domains of management discipline. However, there has been a lot of surge from alumni as well as corporate world to introduce a specific course which can deliver the best to those who are, right after their 12th examinations, having a clear vision to acquire management education and then a suitable career with the help of the same. This course hence will prepare the professionals to meet the contemporary requirement of the industry and to grab the best opportunity available.

Course Duration: 5 Years								
Year	Trimester	Code	Subject	L	T	P	Credits	English Classes / Industrial Exposure
I	I	MBIC1001	Management Thoughts and Thinkers	3	0	0	3	
		MBIC1002	Fundamentals of Accounting	3	0	0	3	
		MBIC1003	Business Economics	3	0	0	3	
		MBIC1004	Mathematics for Managers-I	3	0	0	3	
		MBIC1005	Professional Communication	3	0	0	3	
		MBIC1006	Computer Application in Management	3	0	0	3	
			Total				18	
	Trimester	Code	Subject	L	T	P	Credits	
	II	MBIC1007	Cost and Management Accounting	3	0	0	3	
		MBIC1008	Mathematics for Managers-II	3	0	0	3	
		MBIC1009	Organization and Administration for	3	0	0	3	

			Business				
		MBIC1010	Basic Managerial Functions	3	0	0	3
		MBIC1011	Macro Economics	3	0	0	3
		MBIC1012	Managerial Aptitude and Personality Development	3	0	0	3
			Total				18
	Trimester	Code	Subject	L	T	P	Credits
	III	MBIC1013	Operations Management	3	0	0	3
		MBIC1014	Organizational Behaviour	3	0	0	3
		MBIC1015	Marketing Management	3	0	0	3
		MBIC1016	Human Resource Management	3	0	0	3
		MBIC1017	Financial Management	3	0	0	3
		MBIC1018	Business Law	3	0	0	3
			Total				18
			NPTEL/SWAYAM/MOOC/NISM/IIBF Certification				
Year	Trimester	Code	Subject	L	T	P	Credits
II	IV	MBIC1019	Professional Ethics & Values	3	0	0	3
		MBIC1020	Operations Research	3	0	0	3
		MBIC1021	Team Building & Leadership	3	0	0	3
		MBIC1022	Business Environment	3	0	0	3
		MBIC1023	Mass Communication & Media Management	3	0	0	3
		MBIC1024	Basic MS Office applications for managers	3	0	0	3
			Total				18
	Trimester	Code	Subject	L	T	P	Credits
	V	MBIC1025	Entrepreneurship Development	3	0	0	3
		MBIC1026	Sales and Distribution Management	3	0	0	3
		MBIC1027	Company Law	3	0	0	3
		MBIC1028	Micro Finance	3	0	0	3
		MBIC1029	International Business Management	3	0	0	3
		MBIC1030	Econometrics	3	0	0	3
			Total				18
	Trimester	Code	Subject	L	T	P	Credits
	VI	MBIC1031	Supply Chain Management	3	0	0	3
		MBIC1032	Project Management	3	0	0	3
		MBIC1033	International Financial Management	3	0	0	3
		MBIC1034	Research Methodology	3	0	0	3
		MBIC1035	Strategic Management	3	0	0	3
			Total				15
			MOOC/NPTEL/SWAYAM/NISM /IIBF Certification				
Year	Trimester	Code	Subject	L	T	P	Credits
III	VII	MBIC1036	Basics of Tax Planning	3	0	0	3
		MBIC1037	Change Management	3	0	0	3
		MBIC1038	Start-up Planning	3	0	0	3
		MBIC1039	Banking and Insurance	3	0	0	3
		MBIC1040	Retail Management	3	0	0	3
		MBIC1050	Managerial Aptitude – I	3	0	0	1
			Total				16

Foreign Language Classes /Industrial Exposure Visits

Foreign Language Classes /Industrial Exposure Visits

			MOOC/ NPTEL/ SWAYAM/ NISM/ IIBF Certification				
	Trimester	Code	Subject	L	T	P	Credits
	VIII	MBIC1041	International Trade	3	0	0	3
		MBIC1042	Business Analytics	3	0	0	3
		MBIC1043	Investment Management	3	0	0	3
		MBIC1044	Industrial Relations & Labour Law	3	0	0	3
		MBIC1045	Corporate Governance	3	0	0	3
		MBIC1051	Managerial Aptitude – II	3	0	0	1
			Total				16
	Trimester	Code	Subject	L	T	P	Credits
	IX	MBIC1046	Sustainability Management	3	0	0	3
			Open Elective-1	3	0	0	3
			Open Elective-2	3	0	0	3
			Open Elective-3	3	0	0	3
			Open Elective-4	3	0	0	3
		MBIC1052	Managerial Aptitude – III	3	0	0	1
			Total				16
			*Open Electives from the basket as follows: MBIO1001 Management of Public private partnership MBIO1002 Event Management MBIO1003 Management for rural development MBIO1004 Management Information System MBAO0025Digital Marketing MBAO0007Database Management System MBAO0018 Data Mining				
	Foreign Exposure & Educational Tour						
Year	Trimester	Code	Subject	L	T	P	Credits
IV	X	MBIC1047	Advance Research Techniques	3	0	0	3
			Elective I	3	0	0	3
			Elective II	3	0	0	3
			Elective III	3	0	0	3

			Elective IV	3	0	0	3
		MBIC1053	Managerial Aptitude – IV	3	0	0	1
		MBIJ0981	Summer Internship	0	0	0	6
			Total				22
	Trimester	Code	Subject	L	T	P	Credits
	XI	MBIC1048	Business Modeling with Spreadsheet	3	0	0	3
			Elective I	3	0	0	3
			Elective II	3	0	0	3
			Elective III	3	0	0	3
			Elective IV	3	0	0	3
		MBIC1054	Managerial Aptitude – V	3	0	0	1
		MBIJ0982	Research Project	0	0	0	6
			Total				22
	Trimester	Code	Subject	L	T	P	Credits
	XII	MBIC1049	Mathematical Modelling	3	0	0	3
			Elective I	3	0	0	3
			Elective II	3	0	0	3
			Elective III	3	0	0	3
			Elective IV	3	0	0	3
		MBIC1055	Managerial Aptitude – VI	3	0	0	1
			Total				16
			Analytics Certification(MNG)				
Year	Trimester	Code	Subject	L	T	P	Credits
V	XIII	MBIJ 0983	Comprehensive viva voce - I	0	0	0	4
	Trimester	Code	Subject	L	T	P	Credits
	XIV	MBIJ 0984	Comprehensive viva voce – II	0	0	0	4
	Trimester	Code	Subject	L	T	P	Credits
	XV	MBIJ 0985	Corporate Internship Report viva and presentation	0	0	0	10

MBIC1001: Management Thoughts & Thinkers

Objective:

- » Evaluate and explore the basics of management and various dimensions of management
- » Analyze communication situations and develop effective communication strategies and Communicate persuasively
- » Use visuals/graphics for impact and Make successful formal and informal presentations

Credits: 03

L-T-P-J: 3-0-0-0

UNIT I	Introduction: Management as a discipline, Managerial functions and roles. Management levels.	5 Sessions
UNIT II	Scientific management, Bureaucratic approach, administrative management.	6 Sessions
UNIT III	Behavioural School of management, Hawthorne studies, Maslow's need hierarchy, theory X, Theory Y	4 Sessions
MID-TERM EXAMINATION		
UNIT IV	Management science, Operations management, management information system.	6 Sessions
UNIT V	Systems approach to management, Contingency theory, Other emerging approaches.	4 Sessions
UNIT VI	Peter F. Drucker, Michael Porter, C. K. Prahalad, Indian thinkers in management – JRD TATA, GD Birla, Ramakrishna Bajaj.	5 Sessions
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- » Gupta, C. B. Management concept & practices. New Delhi: Sultan Chand & Sons.
- » Koontz, H. & Weibrich, I. Essential of management. Singapore: McGraw-Hills International.

Reference Books:

- » Stoner, Freeman, & Gilbert, Jr. 6th Edition. Management. Prentice Hall of India.
- » Harold, K. & Heinz, W. Essentials of Management. 5th Edition. Tata McGraw Hill

FOCUS: This course focuses on skill development aligned with CO2 and CO3 outcomes.

Outcome:After completion of course, Students will be able to:

- » CO1: Understand the concept of management as a discipline.
- » CO2: Outline the evolution of management as a concept.
- » CO3: Understand the various theories of motivations.
- » CO4: Identify the various inter-related concept of management as a science.
- » CO5: Outline the various approached to management.
- » CO6: Identify the contribution of various management thinkers.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO2
CO2	PO1/PSO1,PSO2
CO3	PO1/ PSO1,POS2
CO4	PO1/PSO1,POS2
CO5	PO1/PSO1, PSO2
CO6	PO1/PSO1

MBIC1002: Fundamentals of Accounting

Objectives :

- » Understand the role and relevance of financial accounting in management.
- » Explore the various dimensions of financial accounting and their implications in financial spectrum of a business entity.

Credits: 3

L-T-P-I: 3-0-0-0

Unit no.	Content	Teaching Hours
UNIT-I	Theoretical Framework -Meaning and Scope of accounting, Accounting Concepts, Principles and Conventions, Accounting Standards concepts, objectives, benefits	(5 Sessions)
UNIT –II	Accounting Process: Books of Accounts, Trial Balance, Capital and revenue expenditures, Capital and revenue receipts, Contingent assets and contingent liabilities, Fundamental errors, including rectifications thereof.	(6 Sessions)
UNIT-III	Ratio Analysis: Types of Ratios, Profitability Ratio, Turnover Ratio, Financial Ratio: Computation & Analysis	(4 Sessions)
MID-TERM EXAMINATION		
UNIT-IV	Financial Statements Analysis-Common Size Statements, Comparative Statement & Trend Analysis	(6 Sessions)
UNIT-V	Concept of fund flow, Statement of Change in Working Capital, Fund from Operation, Fund Flow Statement	(4 Sessions)
UNIT-VI	Cash flow from Operating / Investing / Financing Activities, Direct or Indirect Method of preparation of Cash Flow Statement	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- » Tulsian, P. C. Financial Accounting. New Delhi: Pearson Education.

Reference Books:

- » Narayanaswami, R. Financial Accounting: Managerial Perspective. New Delhi: Prentice Hall of India Private Limited
-

- »» Maheshwari, S. N., & Maheshwari, S. K. Latest Edition. An Introduction to Accountancy. New Delhi: Vikas Publishing House Pvt. Ltd

FOCUS: This course focuses on employability aligned with CO1 outcomes.

Outcomes: After completion of course, the student will be able to:

- »» CO1: Understand basic accounting terminologies and accounting concepts & conventions.
- »» CO2: Understand the functions and recording, classifying the transactions and rectification of books of accounts.
- »» CO3: Identify the role of financial analysis and its various ratios.
- »» CO4: Understand financial statements and its types
- »» CO5: Understand and application of fund flow statement and working capital statement.
- »» CO6: Understand the two forms of cash flow statement.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO2
CO2	PO1/PSO1, PSO2
CO3	PO3/PSO2, PSO3
CO4	PO4/PSO3
CO5	PO2/PSO2, PSO3
CO6	PO1/PSO2

MBIC1003: Business Economics

Objectives:

- » To analyze & interpret fundamentals of economics.
- » To study the interrelationship in an open economic system.
- » To master a range of methods and techniques of strategic analysis and have a clear appreciation of their theoretical and empirical foundations, range of applicability, qualifications and limitations.

Credits: 3

L-T-P-I: 3-0-0-0

Unit	Content	Teaching Hours
UNIT – I	Overview: Economics background to management, Nature and scope of Managerial Economics, Its relationship with other Disciplines.	(4 Sessions)
UNIT –II	Demand and Supply Analysis: Demand and its functions, Law of demand and Reasons and exceptions of law demand, Supply and Its functions, Law of supply, Market equilibrium. Elasticity of Demand and supply: types and measurement.	(6 Sessions)
UNIT – III	Consumer's Behaviour: Utility Analysis, law of diminishing marginal utility, Principle of equi-marginal utility. Indifference curve.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Production: Production Concepts and Analysis, Production Function, Characteristics of various Factors of Production; Laws of Production, Short-Run, Long –Run	(4 Sessions)
UNIT – V	Cost Analysis: Cost Concepts and Analysis, Empirical estimates of Production and Costs, Short-run and Long-run Average Costs Curves and its Analysis	(5 Sessions)
UNIT – VI	Pricing Decisions: Pricing under different Market Structure, Perfect and Imperfect (monopoly, monopolistic and oligopoly) markets,	(6 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- » Geetika, Ghosh P., Choudhary R. P. Managerial Economics. Tata McGraw Hill Publication.
- » Petersen, C. Managerial Economics. Pearson Education

Reference Books:

- » Ahuja H.L. Managerial Economics. S. Chand.
 - » Dornbusch, R. and Fischer, S. Macro Economics. Tata McGraw Hill Publication.
-

- » Thomas, R. C., Maurice, C. S., & Sarkar, S. Managerial Economics. Tata McGraw Hill Publication.
- » Dwevedi, D. N. Principles of Economics. Vikas Publication.
- » Patnaik, P. Macro Economics. Oxford University Press.
- » Rangarajan C. & Dholakia B.H. Principles of Macroeconomics. Tata McGraw Hill Publication.

FOCUS: This course focuses on employability aligned with CO1 outcomes.

Outcomes: After completion of the course student will be able to:

- » CO1: Understand the basic concepts in Managerial Economics relevant to Consumer, producer and wealth-owner.
- » CO2: Outline the concepts and laws of Demand and supply.
- » CO3: Understand the basic concepts, theories and laws of Utility and indifference curve
- » CO4: Understand the concept of Production function and laws of production.
- » CO5: Understand the various cost functions and curves.
- » CO6: Compare the various market structures and pricing strategies.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Course Outcome	PO/PSO
CO1	PO1/PSO2
CO2	PO1/PSO1, PSO2
CO3	PO1/PSO2, PSO3,
CO4	PO1/PSO1, PSO3
CO5	PO1/PSO2
CO6	PO1/PSO2

MBIC1004: Mathematics for Managers I

Objectives :

- » To make the students understand the concept of Mathematical and statistical techniques in business decision making.

Credits: 3

L-T-P-I: 3-0-0-0

Unit no.	Content	Teaching
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		Hours
UNIT-I	Basic Algebra: Introduction, Representation of sets, Types & Basic operations on set, Laws of set algebra, Venn diagram, Use of set theory in business, Linear & Quadratic equations	(4 Sessions)
UNIT –II	Mathematics of Finance: Ratio & Proportion, Simple and Compound interest, Annuity and its types	(4 Sessions)
UNIT-III	Matrices: Definition, Types of matrices, Operations on matrices, Transpose, Adjoint & Inverse of matrix, Determinants, Solution of system of equations by Cramer's rule	(7 Sessions)
MID-TERM EXAMINATION		
UNIT-IV	Presentation of Data: Relevance and Introduction Data classification, tabulation and representation, Drawing Bar Chart, Pie Chart, Histogram, Ogive on Graph and MS Excel	(5 Sessions)
UNIT-V	Measures of Central Tendency: Arithmetic Mean, Geometric Mean, Harmonic Mean and Weighted Average, Median and Mode	(5 Sessions)
UNIT-VI	Measures of Dispersion: Range, Average Deviations, Standard Deviation, Combined Standard Deviation and the Coefficient of Variation	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- » Sharma, J. K. (2010). Business Statistics. New Delhi: Pearson Education (P) Ltd.
- » Bajpai, N. (2001). Business Statistics. New Delhi: Pearson Education (P) Ltd

Reference Books:

- » Beri, G. C. (2010). Business Statistics. New Delhi: Tata McGraw Hill Publishing Company Ltd.
 - » Gupta, S.C. (2006). Fundamentals of Statistics. New Delhi: Himalaya Publishing House.
 - » Elhance, D.N. (2008). Fundamentals of Statistics. New Delhi: Kitab Mahal Distributors New Delhi.
 - » D. C. Sancheti and V. K. Kapoor, Business Mathematics, Sultan Chand & Company, Delhi.
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FOCUS: This course focuses on skill development aligned with CO1 outcomes.

Outcomes: After completion of course, the student will be able to:

- » CO1: Understand the concept of Algebra and its application in solving day to day mathematical problems.
- » CO2: Develop the understanding of the fundamental tools of finance like that of ratios and simple interest.
- » CO3: Understand the importance and application of Matrices as an important mathematical tool.
- » CO4: Develop an understanding of the importance of presentation of data and thereby learn the different tools available for the presentation of data.
- » CO5: Understand the measures of central tendency as an important mathematical and statistical tool.
- » CO6: Develop an understanding of measures of dispersion and its application in managing business problems.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO2/PSO2, PSO3
CO2	PO2/PSO1, PSO2
CO3	PO2/PSO2, PSO3
CO4	PO2/PSO3
CO5	PO2/PSO2, PSO3
CO6	PO2/PSO3

MBIC 1006: Professional Communication

Objective:

- »» To enable students to develop the four skills of reading, writing, listening and speaking. The classes will be theme based to provide practice in a meaningful context
- »» To develop skills for communicate professionally and persuasively
- »» To make students learn skills for successful formal and informal presentations

Credits: 3

L-T-P-J: 3-0-0-0

UNIT – I	Understanding professional communication, Objectives and Role of Communication, Process of Communication, Channels and Types of professional Communication, The C's of Good Communication, Barriers of Communication	(5 Sessions)
UNIT –II	Verbal communication: Introduction, Oral and Written communication- letter writing and report writing. Business Presentations: Elements of Business Presentation, Visual & Audio aids in Presentation. Designing a Presentation	(6 Sessions)
UNIT – III	Body language: concept, importance, kinesics and its various elements: Eye Contact, Facial Expression, Gestures, Postures,	(4 Sessions)

	Proximics, Chronemics. Oculesics. Color as Non- verbal Communication,	
MID-TERM EXAMINATION		
UNIT – IV	Group Discussions: Introduction, Concept, Purpose, Types of Group Discussion Strategies to Succeed, Dos and Don'ts Interview Skills: Introduction, Concept, Purpose, Types of Interview, Candidates Preparation/ Strategies to Succeed	(6 Sessions)
UNIT – V	Business Etiquettes: Introduction, Concept, Significance, Exchanging Business Cards, Dining Etiquettes, Telephonic Etiquettes, netiquettes.	(4 Sessions)
UNIT – VI	Media Management: Press Release, Press Report, Press Conferences, Public Speaking. Meetings, Negotiation, Nature and Factors affecting Negotiation	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- » R.V. Lesikar and J. D. Jr. Pettit, “Business Communication: Skills for Empowering the Internet Generation 10th Edition”: Tata McGraw-Hill publication, 2005.

Reference Books:

- » B. Slatkin, “Effective Python: 59 Specific Ways to Write Better Python”: Addison-Wesley.
- » R.C. Sharma and K. Mohan, “Business Report Writing and Correspondence: Practical Approach to Business and Technical Communication. 3rd Edition”: Tata McGraw-Hill Publication.
- » Mohan, Krishna and M. Banerji, “Developing Communication Skills”: Macmillan Publishers India Ltd.

FOCUS: This course focuses on skill development aligned with CO1 outcomes.

Outcome: After completion of course, the student will be able to:

- » CO1: Understand the concept, process and barriers of corporate communication
 - » CO2: Explain verbal communication and business presentations with its implications
 - » CO3: Define the concept of Non-Verbal Communication
 - » CO4: Understand the concept of group discussion and interviews and its types
 - » CO5: Explain business etiquette and its implication while interacting with national and international clients
 - » CO6: Understand the concept of Media management and Business negotiation
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Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1 /PSO1
CO2	PO1 /PSO1
CO3	PO1/PSO1
CO4	PO1/PSO1, PSO2
CO5	PO1, PO2 /PSO1, PSO2
CO6	PO1,PO5 /PSO1

MBIC1006: Computer Application in Management

Objectives :

- » To provide hands on experience to students in using computers for data organization and addressing business needs.
- » Through this course it is intended to familiarize the students of Management with the computer hardware and software's and their applications in various domains of the management through studying software.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Introduction to Computer System: Basic Computer Organization: Introduction, features and capabilities, components of computer system, classification of computers; Applications of Computers in Business. MS Word: Features, Creating, Saving and Opening Documents in Word Advanced Features of MS Word, Find & Replace, Using Thesaurus, Using Auto- Multiple Functions, Mail Merge, Handling Graphics, Tables & Charts.	(5 Sessions)
UNIT –II	Operating systems: Definition, Functions, Types and Classification , Software: Introduction; Types of software with examples, Software's : MS Word, MS power Point, MS Excel, Internet	(6 Sessions)
UNIT – III	Internet: Overview of Internet, Functioning of Internet, Basic Services over Internet like WWW, FTP, Telnet, etc. ISP, Web server, Web Browser, Domain names, Email, Mail server, search engine, web portal, other internet common terms	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Database Management System: Overview of DBMS; Components of DBMS, E-commerce: Introduction, Comparison between Traditional commerce and E-commerce, Advantages & Disadvantages of e-commerce	(6 Sessions)
UNIT – V	Accounting Information System :- Introduction to Accounting Packages: Preparation of vouchers, invoice and	(4 Sessions)

	salary statements; maintenance of inventory records; maintenance of Accounting books and final accounts; financial reports generation. Single-Index and Multifactor Models, Arbitrage Pricing Theory,	
UNIT – VI	Management Information System- Use of MIS for various HR application – 360 Degree Feedback, Applicant Tracking, Attendance Tracking, Marketing Information System:- Brand Management, Campaign Management, Email Marketing, Mailroom Management, Contact Management	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- » Norton, P. Introduction to Computers. New Delhi: Tata McGraw Hill Publications
- » RitendraGoel& D.N. Kakkar. Computer Applications in Management. New Delhi: New Age International (P) Ltd.

Reference Books:

- » Basandra, S. K. Computers Today. Greater Noida: Galgotia Publication Pvt. Ltd.
- » Leon, A., & Leon, M. Introduction to Computers. New Delhi: Vikas Publishing House Pvt. Ltd

FOCUS: This course focuses on skill development aligned with CO1 outcomes.

Outcomes:After completion of course, the student will be able to:

- » CO1: Understanding of the basic of computer with its applications in business
- » CO2: Perform formulas and functions in MS-Excel.
- » CO3: Understanding of the basic of computer operating systems and networks with software
- » CO4: Understanding of the Data Base Management System with adding and querying data in the tables
- » CO5: Understanding of the e-commerce with its advantage and disadvantage and the use of accounting packages in business
- » CO6: Applying information system in HR and marketing to support in decision making.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO2
CO2	PO2/PSO1,PSO2
CO3	PO2/PSO1, PSO2
CO4	PO1/PSO3

CO5	PO2/PSO1, PSO2
CO6	PO2/PSO4

MBIC1007:Cost and Management Accounting

Objective:

- » To familiarize the students with cost records/statements and principles underlying them and to develop their skills in understanding and appreciating cost information.

Credits: 03

L-T-P-J: 3-0-0-0

Unit-I	Introduction to Cost Accounting Role of Cost Accounting in Decision Making, Scope, Nature, Functions, Types of Cost	(4 Sessions)
Unit-II	Elements of Cost - Materials, Labour and Overheads and their Allocation and Apportionment, Preparation of Cost Sheet, Methods of Costing.	(5 Sessions)
Unit-III	Introduction and Application to Management Accounting Scope, Nature, Functions of Management Accounting in Managerial Decision Making.	(6 Sessions)
MID-TERM EXAMINATION		
Unit-IV	Break Even Analysis: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution and Breakeven Point and their analysis.	(6 Sessions)
Unit-V	Budgeting and Budgetary Control: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Zero Base Budgeting	(4 Sessions)
Unit-VI	Standard Costing and Variance Analysis: Concept of Standard Costs, Establishing various Cost Standards, Calculation of Material Variance, Labour Variance. Overhead variance.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- » Kishore, Ravi. M. “Cost and Management Accounting”. New Delhi: Taxman.
- » Bagavathi, Pillai R.S.N., “Management Accounting”. New Delhi: S. Chand
- » Khan & Jain. “Management Accounting”. New Delhi: Tata McGraw Hill.

Reference Books:

- »» Horngrene, Datar, & Foster. “Introduction to Management Accounting”.New Delhi: Pearson Education.
- »» Pandey, I. M., “Management Accounting”. New Delhi: Vikas Publication.

FOCUS: This course focuses on employability and skill development aligned with CO1 and CO2 outcomes.

Outcome: After completion of course, the student will be able to:

- »» CO1: Understanding of Cost Accounting, its effect on decision making and types of cost
- »» CO2: Application of element of Costs in Accounting, Preparation of Cost Sheet and methods of Costing.
- »» CO3: Understanding and application of Management Accounting viz, its scope and nature etc.
- »» CO4: Understanding and application of Break Even Point Analysis on decision making process of Business houses.
- »» CO5: Application and computation of different kinds of Budget.
- »» CO6: Understanding the Concept of Standard Costs, various Cost Standards and Calculation of different variances.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1, PO2 / PSO1, PSO2
CO2	PO1/ PSO1, PSO2
CO3	PO2/ PSO2, PSO3
CO4	PO1, PO5/ PSO1, PSO2
CO5	PO1, PO5/ PSO2, PSO3, PSO4
CO6	PO1, PO2/ PSO2, PSO3

MBIC1008:Mathematics for Managers II

Objectives :

- ▶▶ To provide students with the understanding of the role of quantitative techniques in business decision making.

Credits: 3

L-T-P-I: 3-0-0-0

Unit no.	Content	Teaching Hours
UNIT-I	Index Numbers: Uses of Index Numbers, Quantity and Value Index, Tests of adequacy, Chain Base Index Numbers ,consumer price index	(6 Sessions)
UNIT –II	Time series Analysis: Significance and Introduction, Component of Time series, Analysis of Time series	(5 Sessions)
UNIT-III	Correlation: Introduction, Correlation Analysis,Karl Pearson's coefficient of Correlation, Spearman's Rank Correlation, Calculating Correlation with MS Excel	(4 Sessions)
MID-TERM EXAMINATION		
UNIT-IV	Regression Analysis: Standard error of estimator, Regression Equation, Estimation using regression lines, Calculating regression equation through MS Excel.	(5 Sessions)
UNIT-V	Probability: Basic concept, Three Types of Approaches to Probability, Addition and Multiplication Theorems	(5 Sessions)
UNIT-VI	Probability Distribution: Application of Binomial Distribution, Poisson Distribution and Normal Distribution, their Characteristics	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- ▶▶ Sharma, J. K. Business Statistics. New Delhi: Pearson Education (P) Ltd.
- ▶▶ Bajpai, N. Business Statistics. New Delhi: Pearson Education (P) Ltd

Reference Books:

- ▶▶ Beri, G. C. Business Statistics. New Delhi: Tata McGraw Hill Publishing Company Ltd.
 - ▶▶ Gupta, S.C. Fundamentals of Statistics. New Delhi: Himalaya Publishing House.
 - ▶▶ Elhance, D.N. Fundamentals of Statistics. New Delhi: Kitab Mahal Distributors New Delhi.
 - ▶▶ D. C. Sanchetiand V. K. Kapoor, Business Mathematics, Sultan Chand & Company, Delhi.
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FOCUS: This course focuses on skill development aligned with CO4 outcomes.

Outcomes: After completion of course, the student will be able to:

- » CO1: Understand the concept of Index numbers and its application in solving day to day mathematical problems.
- » CO2: Develop the understanding of time series analysis
- » CO3: Understand the importance and application of correlation as an important statistical tool.
- » CO4: Develop an understanding of regression analysis and estimation through excel
- » CO5: Understand the concept of probability and its approaches as well as application
- » CO6: Develop an understanding of types of probability distributions and its applications.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO2/PSO2,PSO3
CO2	PO2/PSO1,PSO2
CO3	PO2/PSO2, PSO3
CO4	PO2/PSO3
CO5	PO2/PSO2, PSO3
CO6	PO2/PSO3

MBIC1010: Basic Managerial Functions

Objectives:

- » Make the students aware of the basic concept of management and practices.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Management: Concept, Nature, Levels of Management. Planning: Nature, Scope, Objectives, Types, Process, and Barriers to Effective Planning	(7 Sessions)
UNIT – II	Organizing: Concept, Organizational Structure, Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility.	(4 Sessions)
UNIT – III	Staffing: Meaning, objectives and process, Recruitment & Selection, Training & Development, Performance Appraisal	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Directing: Concept of Direction and Supervision. Functions & qualities of supervisor	(5 Sessions)
UNIT – V	Controlling: Concept, Types of Control, and its process.	(5 Sessions)
UNIT – VI	Leadership: Concept and Functions, Leadership style, Leadership traits.	(5 Sessions)
* Provision for presentations/assignments/case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- » Stoner, Freeman, & Gilbert, Jr. 6th Edition. Management. Prentice Hall of India.
- » Harold, K. & Heinz, W. Essentials of Management. 5th Edition. Tata McGraw Hill.

Reference Books:

- » Robbins & Coulter. Management. 9th Edition. Prentice Hall of India.
- » Robbins, S. P., & Decenzo, D. A. Fundamentals of Management: Essential Concepts and Applications. 6th Edition. Pearson Education.

FOCUS: This course focuses skill development on aligned with CO2 and CO3 outcomes.

Outcomes: After completion of course, the student will be able to:

- » CO1: Understanding of basic concepts of management and role of planning and decision making in managing business situations
- » CO2: Application of organising strategies for better handling of business and resources
- » CO3: Application of staffing concepts and utilizing human resources effectively.
- » CO4: Understanding of direction and motivation in managing human resources
- » CO5: Understanding of controlling in managing resources in the organization
- » CO6: Application of leadership in attaining organisational objectives

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):



COs	Pos / PSOs
CO1	PO1/ PSO1, PSO2,PSO3
CO2	PO1, PO5 / PSO1, PSO2, PSO3
CO3	PO1, PO5 / PSO1, PSO2, PSO3
CO4	PO1, PO5 / PSO1, PSO2, PSO3
CO5	PO1, PO5 / PSO1, PSO2, PSO3
CO6	PO1, PO5 / PSO1, PSO2, PSO3

MBIC1011: Macro Economics

Objectives:

- » To analyze & interpret fundamentals of Macroeconomics.
- » To study the interrelationship in an open economic system.
- » To master a range of methods and techniques of strategic analysis and have a clear appreciation of their theoretical and empirical foundations, range of applicability, qualifications and limitations.

Credits: 3

L-T-P-I: 3-0-0-0

Unit	Contents	Teaching Hours
UNIT – I	Introduction to Macroeconomics and National Income Accounting Basic issues studied in macroeconomics; measurement of gross domestic product; income, expenditure and the circular flow; real versus nominal GDP; price indices; national income accounting for an open economy.	(5Sessions)
UNIT –II	Money Functions of money; quantity theory of money; determination of money supply and demand; credit creation; tools of monetary policy.	(5 Sessions)
UNIT – III	Inflation, Unemployment and Expectations Inflation and its social costs; hyperinflation. Phillips curve; adaptive and rational expectations; policy ineffectiveness debate	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Aggregate Demand and Aggregate Supply Curves Derivation of aggregate demand and aggregate and supply curves; interaction of aggregate demand and supply.	(5 Sessions)
UNIT – V	Closed Economy in the Short Run Classical and Keynesian systems; simple Keynesian model of income determination; IS-LM model.	(5 Sessions)

UNIT – VI	Open Economy Models Short-run open economy models; Mundell-Fleming model; exchange rate determination; purchasing power parity; asset market approach.	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- » N. Gregory Mankiw. Macroeconomics, Worth Publishers.
- » Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill.

Reference Book:

- » Olivier Blanchard, Macroeconomics, Pearson Education, Inc.
- » Richard T. Froyen, Macroeconomics, Pearson Education Asia.
- » Andrew B. Abel and Ben S. Bernanke, Macroeconomics, Pearson Education, Inc.,
- » Errol D'Souza, Macroeconomics, Pearson Education.
- » Paul R. Krugman, Maurice Obstfeld and Marc Melitz, International Economics, Pearson Education Asia.

FOCUS: This course focuses on employment aligned with CO1 and CO3 outcomes.

Outcomes: After completion of course, the student will be able to:

- » CO1: Understanding of basic concepts Macroeconomics with exposure to real life problems.
- » CO2: Understanding the Macroeconomics indicators in Policy formulation.
- » CO3: Using macroeconomic indicators in future planning.
- » CO4: Understanding the concept of Aggregate demand and aggregate supply.
- » CO5: Application of Fiscal and money multiplier concept in decision making
- » CO6: Understanding of open economy aspects affecting business.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Course Outcome	PO/PSO
CO1	PO2/ PSO1
CO2	PO2/ PSO2
CO3	PO2/ PSO1, PSO 2
CO4	PO2/ PSO3
CO5	PO2/ PSO3
CO6	PO2/ PSO2

MBIC1012: Managerial Aptitude and Personality Development

Objectives:

- » To develop professionals with idealistic, practical and moral values.
- » To develop inter personal skills and be an effective goal oriented team player.

Credits:03

L-T-P-J:3-0-0-0

Unit-I	Self Analysis: SWOT Analysis, Who am I, Attributes, Importance of Self Confidence, Self Esteem.	(6 Sessions)
Unit-II	Creativity: Out of box thinking, Lateral Thinking.	(5 Sessions)
Unit-III	Time Management: Value of time, Diagnosing Time Management, Weekly Planner To do list, Prioritizing work.	(4 Sessions)
Unit-IV	Goal Setting: Wish List, SMART Goals, Blue print for success, Short Term, Long Term, Life Time Goals.	(4 Sessions)

Unit-V	Team Work: Necessity of Team Work Personally, Socially and Educationally, Understanding the relationship between Leadership Networking & Team work	(6 Sessions)
Unit-VI	Stress Management: Causes of Stress and its impact, how to manage & distress, Circle of control, Stress Busters.	(5 Sessions)

* **Provision for presentations / assignments / case analysis in additional sessions**

** **1 Session = 60 Minutes**

Text Book:

» SOFT SKILLS, Career Development Centre, Green Pearl Publications.

Reference Books:

» Covey Sean, Seven Habit of Highly Effective Teens, New York, Fireside Publishers.

FOCUS: This course focuses skill development on aligned with CO1, and CO4 outcomes.

Outcome: After completion of course, students will be able to:

- » CO1: Understand the significance of self-assessment and build self-confidence.
- » CO2: Understand the mechanism to develop creativity and out of the box thinking.
- » CO3: Define the concept of time management.
- » CO4: Summarize the role of goal setting in career success.
- » CO5: Demonstrate the significance of team building.
- » CO6: Understand the concept of stress management.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO2

CO2	PO1/PSO1,PSO2
CO3	PO1/PSO2
CO4	PO1/PSO2
CO5	PO2/PSO1, PSO3
CO6	PO1/ PSO3

MBIC1013: Operations Management

Objectives:

- » To enable the students for understanding the role and relevance of operations management.
- » To enable them to use these techniques for optimizing the manufacturing process of the organization.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Introduction to Operation Management: Introduction, Historical Evolution, Scope of Operation Management, Operating System – Classification	(5 Sessions)
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UNIT –II	Plant Location and Layout: Introduction, Need for Selecting a Suitable Location, Factors influencing Plant Location, Classification of Layout	(4Sessions)
UNIT – III	Material Management: Introduction of Material Management, Scope of Material Management, Material Requirement Planning and Control	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Material Handling: Introduction, Objectives and Principles of Material Handling, Selection and Utilization of Material Handling Equipments,	(6 Sessions)
UNIT –V	Production Planning and Control: Introduction, Need for Production Planning and Control, Objective of Production Planning and Control, Routing, Scheduling.	(4 Sessions)
UNIT – VI	Quality Control: Introduction, Quality Control, Concept of six sigma, Quality Circle .Quality Assurance and Certification	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- » E. E. Adam and R. J. Ebert, “Production and Operations Management: Concepts, Models and Behavior”: Prentice Hall of India Private Limited, New Delhi.
- » K. Bedi, “Production and Operation Management”: Oxford University Press, New Delhi.

Reference Books:

- » Chary, S. N. Production and Operations Management. New Delhi: Tata McGraw-Hill Publication.
- » Chunawala& Patel. Production and Operation Management. Mumbai: Himalaya Publishing House.
- » B. S. Goel, “Production Operations Management”: Pragati Prakashan, Meerut.

FOCUS: This course focuses on employability and skill development aligned with CO1 and CO2 outcomes.

Outcomes: After completion of course, the student will be able to:

- » CO1: Understand the basic frame work and significance of operation and production function for the overall success of a manufacturing organization.
- » CO2: Understand the basic frame work and significance of plant location and layout decisions.
- » CO3: Understand the importance of material management and its utility for effective overall production system of the manufacturing organizations.
- » CO4: Understand the use of material handling principles and devices for reducing the scrap and wastage at the shop floor of production plant.
- » CO5: Understand various tools and techniques of, necessary for running the production process like, Capacity planning, Master production schedule, Routing and scheduling decisions.
- » CO6: Understand the importance of Quality control tools and their implementation, in order to maintain the quality of product/services.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	Pos / PSOs
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CO1	PO1 / PSO1
CO2	PO3 / PSO1, PSO4
CO3	PO3 / PSO1
CO4	PO3 / PSO1, PSO2
CO5	PO3 / PSO1, PSO3
CO6	PO1 / PSO1, PSO2

MBAIC1014: Organizational Behaviour

Objectives:

- ▶▶ Understand the various approaches of OB as applied in the organization.
- ▶▶ Develop fundamental skills which they will need for understanding, diagnosing and managing the organization, i.e., the human aspects of work organizations.
- ▶▶ Able to get the theoretical and practical knowledge of various dimensions of individual behavior

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Introduction to OB: Concept, Meaning & Importance of OB, Levels of analysis Key Determinants: People, Structure, Technology and Environment	(6 Sessions)
UNIT –II	Multidisciplinary roots of OB: Psychology, Sociology, Anthropology, Political Science, and Economic, Models of OB: Autocratic, Custodial, Supportive, and Collegial.	(5 Sessions)
UNIT – III	Personality: Concept and its nature, Determinants of personality, Major personality attributes influencing OB.	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Perception: Nature & Importance, Process of Perception Motivation: Concept, Nature and Importance. Maslow need hierarchy theory	(6 Sessions)
UNIT – V	Learning: Concept, Nature and Factors affecting Learning, Theories of learning	(4 Sessions)
UNIT – VI	Attitudes: Concept and definition, Components of Attitude: Cognitive, Affective and Behavioral, Functions of Attitude.	(5 Sessions)
<p>* Provision for presentations / assignments / case analysis in additional sessions</p> <p>** 1 Session = 60 Minutes</p>		

Text Books:

- » S. P. Robbins, “Organizational Behavior”: Pearson Education, New Delhi.

Reference Books:

- » J. W. Newstorm and K. David, “Organizational Behavior, Human Behavior at Work”: Tata McGraw Hill Publication, New Delhi.
- » J. Greenberg and R. A. Baron, “Behavior in Organizations”: Pearson Education, New Delhi.
- » K. Singh, “Organizational Behavior: Text and Cases”; Pearson Education, New Delhi.
- » F. Luthans, “Organizational Behavior”: Tata McGraw Hill Publication, New Delhi.

FOCUS: This course focuses on employability and skill development aligned with CO1 and CO3 outcomes.

Outcomes: After completion of course, the student will be able to:

- » CO1: Understand the concept and application of organizational behavior at various levels of organization.
 - » CO2: Understand the multidisciplinary roots of OB and different models of OB
 - » CO3: Understand the concept of personality and major personality attributes influencing OB
 - » CO4: Demonstrate the application of motivation theories at workplace.
 - » CO5: Understand the concept of learning and theories of learning
 - » CO6: Illustrate the role attitude on job outcomes.
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Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO3
CO2	PO1/PSO1,PSO3
CO3	PO2/PSO1, PSO2
CO4	PO1/PSO3
CO5	PO5/PSO1, PSO2
CO6	PO3/PSO2, PSO3

MBIC1015: Marketing Management

Objectives:

- ▶▶ To introduce students to the fundamentals of marketing, dealing competition and familiarize students with marketing mix decision.
- ▶▶ To create awareness about the latest trends and developments in marketing and enhance their problem-solving and decision-making abilities in strategic areas of marketing.
- ▶▶ To get students to think as business & marketing professionals involved in the effort of a modern day business organization.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Introduction: Concept and Scope of Marketing, Philosophies of Marketing Management, Marketing Vs Selling, Consumer Markets and Industrial Markets.	(5 Sessions)
UNIT –II	Market segmentation, Targeting and Positioning: Segmenting Consumer– Bases, Purpose and Process, Market Targeting, Positioning	(5 Sessions)
UNIT – III	Product Decisions: Product Life Cycle, New Product Planning & Development Process, Failure of New Products.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Product-Mix: Product Characteristics and Classification, Product line and length analysis, Pricing Decisions: Concept and need, Methods of pricing	(5 Sessions)
UNIT – V	Promotion Mix: Advertising, Sales Promotion, Direct Marketing, personal selling, Public relation and publicity	(4 Sessions)
UNIT – VI	Channels of Distribution: Channel of Distribution for Consumer/ Industrial Products, Functions Performed by	(6 Sessions)

	Channel Members	

* Provision for presentations / assignments / case analysis in additional sessions

** 1 Session = 60 Minutes

Text Books:

- » P. Kotler, “Marketing Management, Analysis Planning, Implementation and Control”: Pearson Education.
- » P. Kotler and K.L. Keller, “Marketing Management”: Pearson Education.
- » P. Kotler, G. Armstrong, L. Harris and H. He, “Principles of Marketing”: Pearson Education.

Reference Books:

- » V. S. Ramaswamy and S. Namakumari, “Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context”: McMillan Publication.
- » A. Kumar and N. Meenakshi, “Marketing Management”: Vikas Publishing House.
- » M. R. Czinkota and M. Kotabe, “Marketing Management”, Thomson Learning.
- » R. Saxena, “Marketing Management”: Tata McGraw-Hill Publication.

FOCUS: This course focuses on Employability aligned with CO1 and CO3 outcomes.

Outcomes: After completion of course, the student will be able to:

- » CO1: Understand the fundamentals and basics of marketing focusing on the consumer and industrial markets.
- » CO2: Apply the concept of segmentation, targeting and positioning to understand the consumer behavior.
- » CO3: Understand the concept of new product development and product life cycle.
- » CO4: Understand the concept of product mix and pricing decisions.
- » CO5: Apply the promotion tools to generate and increase demand.
- » CO6: Understand the concepts of distribution channels and role of channel members

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO5
CO2	PO1,PO2/PSO1,PSO2,PSO5
CO3	PO1/PSO1,PSO5
CO4	PO1/PSO1,PSO5
CO5	PO1,PO2/PSO1,PSO2,PSO5
CO6	PO1/PSO1,PSO5

MBIC1016: Human Resource Management

Objective:

- » To develop a holistic understanding of management of HR starting from procurement to separation in an organization.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Evolution of HRM: HRM – concept, objectives, Functions. Personnel Management vs. Human resource Management.	(4 Sessions)
UNIT –II	Human Resource Planning: Concept of HRP, Process, Concept of Job Analysis, Job Description, Job Specification.	(5 Sessions)
UNIT – III	Talent Acquisition: Recruitment - Procedure, Methods and Sources, Selection-Procedure and types of selection tests.	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Training and Development: Training Vs Development, Challenges in Training, Managing the Training, Different Methods of Training and Management Development.	(6 Sessions)
UNIT –V	Performance Management: Concept and need, Identification of Key Performance Areas and Key Result Areas, Methods of evaluating performance.	(5 Sessions)
UNIT – VI	Compensation Management – Concepts and Component of salary package, fix vs variable pay, Incentives, Benefits and	(4 Sessions)

	employee welfare facilities.	
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- » V.S.P. Rao, “Human Resources Management”: Excel Books. New Delhi.

Reference Books:

- » E. B Flippo, “Personnel Management”: Tata McGraw-Hill International Series, New Delhi.
- » L. R. G. Mejia, D. V. Balkin and R. L. Cardy, “Managing Human Resources”: Pearson Education. New Delhi.
- » P. S. Rao, “Essentials of Human Resources Management & IR”: Himalaya Publishing House. New Delhi.
- » K. Aswathappa, “Human Resource management: Text & Cases”: Tata McGraw-Hill Publication. New Delhi.
- » P.G. Aquinas, “Human Resource Management - Principles and Practice”: Vikas Publishing. New Delhi.
- » J. M. Ivancevich, “Human Resource Management”: Tata McGraw-Hill Publication. New Delhi.

FOCUS: This course focuses on employability, entrepreneurship aligned with CO1 and CO4 outcomes.

Outcomes: After completion of course, the student will be able to:

- » CO1: Understand concept and importance of human resource management in organizations.
- » CO2: Understand the concept and role of human resource planning in HRM process.
- » CO3: Learn the talent acquisition process and its application at the workplace.
- » CO4: Learn the importance of training and development at the workplace

- » CO5: Understand fundamentals of performance management and their applications in HRM.
- » CO6: Understand components of compensation management and significance of employee welfare facilities in the organizations.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	Pos/PSOs
CO1	PO1 / PSO1, PSO2
CO2	PO1/ PSO1, PSO2
CO3	PO1/ PSO1, PSO2
CO4	PO3/ PSO1, PSO4
CO5	PO1/ PSO1, PSO2
CO6	PO5/ PSO1, PSO4

MBIC1017: Financial Management

Objectives:

- » To learn the financial tools needed to make business decisions.
- » To get a basic insight of corporate finance theory, but emphasizes the application of theory to business decisions.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT I	Overview of Financial Management: Traditional vs Modern Approach of Financial Management, Profit vs. Wealth Maximization and EPS Maximization; Functions of Financial	(5 Sessions)
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	Management; Time Value of Money	
UNIT II	Cost of Capital: Concept and Measurement of Cost of Capital, Debt vs. Equity. Cost of Equity, Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital.	(6 Sessions)
UNIT III	Investment Decisions: Concept of Capital Budgeting, Methods of capital budgeting: Payback Period Method, Average Rate of Return Method, Net Present Value, Internal Rate of Return Method, Profitability Index Method, Discounted Payback Period Method.	(4 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Capital Structure Decisions: Capital Structure vs. Financial structure – Capitalization. Leverages: Financial Leverage, Operating Leverage and Composite Leverage.	(5 Sessions)
UNIT V	Dividend Decisions: Dividends and Value of the Firm - Relevance of Dividends; Factors determining Dividend Policy and practices.	(6 Sessions)
UNIT VI	Business Valuation: Basics: Value Concept, Principles & Techniques of Valuation, Discounted Cash Flow Valuation: Steps, Assumptions, Applications	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- » R. M. Kishore, “Financial Management”: Taxmann Publication, New Delhi.
- » I. M. Pandey, “Financial Management”: Vikas Publishing House, New Delhi.

Reference Books:

- » M. Y Khan, and P. K. Jain, “Financial Management”: Tata McGraw-Hill Publication, New Delhi.
- » P. Chandra, “Financial management, Theory and Practice”: Tata McGraw-Hill Publication, New Delhi.
- » A. R. Brealey, C. S. Myers, F. Allen, P Mohanty, “Principle of Corporate Finance”: Tata McGraw-Hill Publication, New Delhi.

- » S. N. Maheswari, “Financial Management-Principles & Practice” Vikas Publishers, New Delhi.

FOCUS: This course focuses on employability and skill development aligned with CO1 and CO4 outcomes.

Learning Outcome

- » CO1: Understanding the traditional and modern approaches of financial management with their functions and basics of time value of money.
- » CO2: Understand and measure the cost of capital including WACC.
- » CO3: Evaluate the financial viability of a capital budgeting exercise in various situations.
- » CO4: Understand and solve problems in capital structure and leverage.
- » CO5: Identify factors that have a bearing on the dividend decisions of a firm.
- » CO6: Understand and apply the methods in the business valuation.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO2
CO2	PO2/PSO2, PSO3, PSO5
CO3	PO2/PSO1
CO4	PO1/PSO2
CO5	PO2/PSO1
CO6	PO2/PSO3, PSO4

Objectives:

- ▶▶ To make the student aware about the basic act The Contract Act 1872 so that the fair level of understanding can be developed.
- ▶▶ Getting them acquainted with the other mercantile laws like ‘Partnership, Sales of good, Company Act and IT Act.
- ▶▶ It is like a package for all the aspirants to understand at least the entry level complexities in Law.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Contract Act, 1872 Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Breach of a Contract, Damages for breach of a contract. Quasi contracts.	(8 Sessions)
UNIT –II	The Partnership Act, 1932 Contract vs. Partnership, Types of partnership Limited Liability Partnership: Meaning, Salient features and Advantage.	(3 Sessions)
UNIT –III	Consumer Protection Act 1986.	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Sale of Good Act, 1930 Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, buyer, Remedies for Breach.	(5 Sessions)
UNIT – V	Companies Act, 2013 Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Powers and duties, Meetings, Winding up	(6 Sessions)
UNIT – VI	The Information Technology Act, 2000 Definition, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Secure Electronic Records and Secure Digital Signatures, Duties of Subscribers, Penalties and Offences.	(4 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		

** 1 Session = 60 Minutes

Text Books:

- » L.M. Porwal and S. Kumar, “Business Law”: Virnda Publication Ltd., New Delhi.
- » N.D. Kapoor, “Elements of Merchantile Law”: Sultan Chand & Sons, New Delhi.
- » P.C. Tulsian, “Business law”: Tata McGraw Hill Publishing Company Ltd., New Delhi.

Reference Books:

- » “Business Law”: ICFAI University Press Hyderabad.
- » M.C. Kuchhal, “Business Law”: Vikas Publishing House Pvt. Ltd., New Delhi.
- » S.S. Gulshan, “Business law”: New Age International Pvt. Ltd., New Delhi.
- » Related Bare Acts

FOCUS: This course focuses on employability, entrepreneurship aligned with CO1 and CO2 outcomes.

Outcomes: After completion of course, the student will be able to:

- » CO1: Understanding the essentials elements of valid contract and its applications.
 - » CO2: Application of Limited liability partnership with its features and develop basic of understanding of partnership Act, 1932.
 - » CO3: Acquaintance of consumer Protection Act 1986 and its applicability.
 - » CO4: understanding the sales of goods Act, 1930 with the scope of unpaid seller rights along with conditions and warranties.
 - » CO5: Understanding fundamentals of company Act, 2013.
 - » CO6: Understanding working mechanism of the Information Technology Act, 2000 along with the legal regulatory framework with respect to digital signatures.
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Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	Pos / PSOs
CO1	PO1 / PSO1
CO2	PO1 / PSO1, PSO2
CO3	PO2 / PSO1, PSO2
CO4	PO1 / PSO1
CO5	PO1 / PSO1, PSO3
CO6	PO1 / PSO1

MBIC 1019: Professional Ethics and Values

Objective:

- »» Explain the functions of professional ethics.
- »» Understand the professionalism at workplace.
- »» Understand the integration of business and society.
- »» Explain the ethical issues in various business areas.

Credits:03

L-T-P-J:3-1-0-0

UNIT – I	Professional Ethics: Introduction, Needs, Principles, Development of Personal Ethics, Workplace Ethics for Employees, Employee Attitude and Ethics. Benefits of ethics in Workplace.	(5 Sessions)
UNIT –II	Professionalism at Workplace: Unethical Conduct for employees and employers. Factors leading to Unethical Behaviors. Different unethical behaviors. Measures to control unethical behaviors. Rewarding ethical behavior.	(5 Sessions)
UNIT – III	Managing Change in Workplace through Ethics: Introduction to Change Management, Models of change, the Ethics of Managing Change, the role of ethics and responsibilities in leading innovation and change	(5 Sessions)
MID-TERM EXAMINATION		

UNIT – IV	Business and Society: Corporate Social policy, Management by Values, Social responsibility and profitability, Forces inducing Social Responsibility. Social responsibilities of Business Organization.	(5 Sessions)
UNIT – V	Ethics, culture and values: Importance of culture in organizations; Indian ethos and value systems, Learnings from religious scriptures	(5 Sessions)

UNIT – VI	Ethics in Business Disciplines-Ethics and HRM, Ethics and Marketing, Ethics in Finance and Accounting, Ethical implications of Technology.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- » R. J. Boatright and J. D. Smith, “Ethics and the conduct of Business”: Pearson Education Ltd. New Delhi.
- » Satish Modh, “Ethical management: Text & Cases In Business Ethics & Corporate Governance”: Macmillan Publisher India Pvt. Ltd.

Reference Books:

- » U.C. Mathur, “Corporate Governance & Business Ethics: Text and Cases”: Macmillan Publisher Pvt. India Ltd.
- » M. G. Velasquez, “Business Ethics: Concepts & Cases”: Pearson Education Ltd.
- » L. Hartman and A. Chatterjee, “Perspectives in Business Ethics”: McGraw Hill Education.

FOCUS: This course focuses on entrepreneurship aligned with CO3 and CO5 outcomes.

Outcome: After completion of course, the student will be able to:

- » CO1: Understand the concept and Principles of professional ethics and its benefits at workplace
- » CO2: Explain unethical behaviors at workplace and measures to control such behaviors
- » CO3: Understand the concept of change management, its models and ethics in managing change
- » CO4: Understand the concept of corporate social policy and responsibilities of business towards societies
- » CO5: Understand Indian ethos and Learnings from religious scriptures
- » Co6: Explain the ethics encompassing different business disciplines

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1/PSO1
CO2	PO1/PSO1
CO3	PO1/PSO1
CO4	PO1, PO3/PSO1, PSO2
CO5	PO1, PO3/PSO1, PSO2
CO6	PO1/PSO1, PSO3

MBIC1021: Team Building and Leadership

Objectives:

- » Assess the preconditions for developing leadership and team-building capabilities among them.
- » Understand the conditions for formation and development of team co-operation.
- » Adopt crucial competences like Problem-solving, creativity, independence and responsibility-taking.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Leadership: Concept and Components of Leadership, forms of leadership, Managerial Incompetence and Measuring Leadership Effectiveness.	(4 Sessions)
UNIT –II	Power, Influence and leadership: Sources of power, Power acquisition for leadership, approaches to understanding power, Influence tactics, Organizational Politics, Leadership and key work values	(4 Sessions)
UNIT – III	Leadership Theories: Trait theory, Behavioral theories, Contingency Theories, Contemporary theories.	(7 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Leadership and Change: Concept, approaches to	(5 Sessions)

	organizational change, Leadership skills, Leadership styles	
UNIT – V	Groups –Stages of Group Formation and Development, Group Roles, Group Norms, Group Cohesion. Group Dynamics: Factors and approaches to group dynamics Teams – Types, Ginnett’s Team Effectiveness Leadership Model	(6 Sessions)
UNIT – VI	Team Building, Team building interventions, The Rocket Model.	(4 Sessions)
END-TERM EXAMINATION		
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- » Halder, U. - Leadership and Team Building (Oxford university Press, 2nd Ed.)

Reference Books:

- » Hughes, Ginnett, Curphy - Leadership, Enhancing The Lessons of Experience (Tata Mc Graw Hill, 5th Ed.)
- » Yukl G. - Leadership in Organizations (Pearson Education Ltd., 6th Ed.)
- » West Michael - Effective Team Work (Excel Books, 1st Ed.)
- » Sadler Philip - Leadership (Crest Publishing House)

FOCUS: This course focuses on skill development aligned with CO1 and CO4 outcomes.

Outcomes:After completion of course, the student will be able to:

- » CO1: Understand the components of Leadership with its forms which measuring the incompetence and Leadership Effectives.

- » CO2: Understand the concept of organizational power and politics in consideration with key work values.
- » CO3: Understand leadership theories and their real time implications
- » CO4: Develop skills to manage organizational change with the help of leadership skills and styles.
- » CO5: Understand fundamentals of group formation and group dynamics along with Team effectiveness leadership model.
- » CO6: Understand Team building interventions with Rocket model mechanism.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	Pos / PSOs
CO1	PO1 / PSO1
CO2	PO1 / PSO1, PSO2
CO3	PO2 / PSO1, PSO2
CO4	PO2 / PSO1, PSO4
CO5	PO1 / PSO1, PSO3
CO6	PO1 / PSO1

MBIC1022: Business Environment

Objectives :

- » To develop the concept of the business organization operating within the parameters of the internal and external environment.
- » To understand the place of business within the economic system and present some important economic principles relevant to the behavior of business in response to changes in the environment.
- » To impart knowledge about, and encourage awareness of, current issues, facts and events in the local national and international business world.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Introduction to Business Environment: Concept and nature of Business Environment, characteristics of environment, Micro and macro environment, Impact of business environment on business decision, process of environment analysis for	(5 Sessions)
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	business decisions.	
UNIT –II	Environmental analysis: Meaning, Nature, Methods of environmental scanning: SWOT, ETOP, PESTL.	(6 Sessions)
UNIT – III	Economic Environment: Concept and nature of economic environment, critical elements of economic environment, Stock exchange, Basic Economic Systems	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Political and Legal Environment: Concept and nature of political and legal environment, components of political and legal environment, An overview of important pieces of legislations - Competition Act 2002. Securities and Exchange Board of India Act 1992.choice—Corporate level analysis (BCG, GE Ninecell, Hofer’s product market evolution and Shell Directional policy Matrix).	(6 Sessions)
UNIT – V	Socio-cultural Environment: Concept and nature of socio-cultural environment, components of socio-cultural environment, Impact of socio-cultural environment on business, culture and Globalization, Ethics in Business, Social Responsibility of business. Arguments for and against Social Responsibility, Social Audit.	(4 Sessions)
UNIT – VI	Technological Environment: Overview of Technology policy-Technology S Curve and Technology transfer, intellectual property rights.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- » Aswathappa, K. Essentials of Business Environment. Himalaya Publishing House.
- » Cherunilam, F. Business Environment. 18th edition. Himalaya Publishing House.
- » Paul, J. Business Environment. 3rdEdition. Tata McGraw-Hill Publication

Reference Books:

- » Goyal, Dr. A. Environment for Managers. 1st edition. V.K (India) Enterprises.
- » Neelamegam, V. Business Environment. Vrinda Publication

FOCUS: This course focuses on employability, entrepreneurship aligned with CO1 and CO4 outcomes.

Outcomes: After completion of course, the student will be able to:

- » CO1: Understand the concept of the business organization operating within the parameters of the internal and external environment.
- » CO2: Explain the functioning of the Indian financial system and the various elements of the financial system
- » CO3: Examine the role of RBI in formulating various policies.
- » CO4: Compare and contrast the different economic systems and their role in development of the nation.
- » CO5: Determine the role of Intellectual Property rights in safeguarding the intellectual property
- » CO6: Understand the international environment focusing on BOP and BOT

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO2
CO2	PO1/PSO1, PSO4

CO3	PO1/PSO1, PSO2
CO4	PO1/PSO3
CO5	PO1/PSO2, PSO4
CO6	PO1/PSO1

MBIC1023: Mass Communication and Media Management

Objectives:

- To enable students in understanding fundamental concepts and theories of mass communication and media management.
-

- To enable students to make effective use of mass communication and media management in organizational context.

Credits: 3

L-T-P-I: 3-0-0-0

Unit I	Mass Communication: Meaning & definitions, Characteristics, Scope, Mass Communication and Mass Culture, Functions of Mass Communication, Role and Impact of Mass Media, Mass Media as a tool for development	(5 Sessions)
Unit II	Theories of Mass Communication: Cognitive Dissonance Theory, Agenda Setting Theory, Cultivation Theory, Social Responsibility theory, Magic Bullet theory, Uses-Gratification Theory Media and modern society, Media and democracy	(5 Sessions)
Unit III	Tools of Mass Communication: Newspapers, Magazines, Radio, TV, Films, Internet, Mobiles. Advertising, Traditional & Folk Media, Cyber Space: Meaning, Information Super Highway; Internet and Information Revolution, Fundamentals of Cyber Media, Cyber Media Vs Print, TV, Radio, Recent Trends	(5 Sessions)
MID TERM EXAMINATIONS		
Unit IV	Media Management: Concepts, Origin, Growth, Models of Media Planning, Defining media objectives: target audience objectives, distribution objectives, media terms, media weight theories, Building Relations with Media and Other Information Sources	(5 Sessions)
Unit V	Media Buying: Concept, Media Buying Process: Structure, Roles and Responsibilities, Steps in Buying Process, Problems in Media Buying, Media negotiations and strategies, Considerations in Planning and Buying, Media Costs	(5 Sessions)
Unit VI	Public Relations: Basic concept, definitions, nature and scope, Public relations as a management function, Public Relations & Public Affairs, PR Tools, The News Release-Seven point formula & its importance, New emerging trends	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- » Kumar, K.J. Mass communication in India: Jaico Publishing House.
- » Menon, A.: Media Planning and Buying Principles And Practice In The Indian Context: Tata Mcgraw Hill Education Pvt. Ltd.

Reference Books:

- » Hanson, R.E., Mass communication: Living in a media world: Sage Publications.
- » Bertrand, C.J., Media ethics and accountability systems: Routledge.
- » DeFleur, M.L.& DeFelur, M.H. Mass communication theories: Explaining origins, processes, and effects: Routledge.
- » **FOCUS: This course focuses on employability, entrepreneurship aligned with CO1 and CO2 outcomes.**

Outcomes: After completion of course, the student will be able to:

- » CO1: Understand the concepts of mass communication and their applications
- » CO2: Understand the role of mass communication for society and democracy
- » CO3: Understand the mechanism of using various mass communication tools for different purposes
- » CO4: Develop various strategies for media planning and media relations
- » CO5: Understand fundamentals of media buying and cost considerations
- » CO6: Understand the concepts of public relations

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	Pos / PSOs
CO1	PO1 / PSO1
CO2	PO1 / PSO1, PSO2
CO3	PO2 / PSO1, PSO2
CO4	PO2 / PSO1, PSO4
CO5	PO1 / PSO1, PSO3

CO6

PO1 / PSO1

MBIC1024: Basic MS Office Applications for Managers

Objectives:

- ▶▶ To provide students a comprehensive overview of the MS Office Utilities and their implications for managers
- ▶▶ To develop technical skills of students as to acquaintance of the practical functioning of MS Office Utilities in real sense

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	MS Word Creating, editing, saving and printing text documents; Font and paragraph formatting; Inserting tables, Inserting Hyperlinks, Bookmark, Equations; Smart Art, Page Breaks; Using lists and styles; Table of contents; Using Spelling and Grammar check; Mail Merge	(4 Sessions)
UNIT – II	MS Excel– Basics Spreadsheet basics; Creating, editing, saving and printing spreadsheets; Working with functions & formulas; Modifying worksheets with color & auto-formats; Graphically representing data : Charts & Graphs; Analyzing data : Data Menu, Subtotal, Filtering Data; Formatting worksheets; Securing & Protecting spreadsheets	(5 Sessions)
UNIT – III	MS Excel– Advanced Finance Formula, Pivot Tables, Data Validation, Consolidate, Scenario Analysis, Goal Seek, What-If Analysis, Solver	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	MS PowerPoint Opening, viewing, creating, and printing slides; Applying auto layouts; Adding custom animation; Using slide transitions;	(5 Sessions)

	Graphically representing data: Charts & Graphs; Creating Professional Slide for Presentation.	
UNIT – V	MS Office Utilities – I Microsoft Publisher – Creating Greeting Cards, Business Cards, Newsletters, Calendars Microsoft Outlook – Collaborate, Communicate and Manage Mails, Merge and Manage data in mails, Create calendars to schedule tasks Microsoft Groove and InfoPath– Basic Utilities	(5 Sessions)
UNIT – VI	MS Office Utilities – II Microsoft Access – Uses. Creating and Managing Database Microsoft Project – Uses, Organizing and Tracking Project Performance Microsoft Visio – Uses, Drawing flowcharts, diagrams, Organization charts, floor plans, Engineering Diagrams Concept of Cloud Utilities for Microsoft Office, Search Engines, Open Access Alternatives for MS-Office	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- » Habraken, J., Microsoft Office 2019 Inside Out: Microsoft Press.
- » Lambert, J., Microsoft Word 2019 Step by Step: Microsoft Press.

Reference Books:

- » Vermaat, M.E., Freund, S.M., Hoisington, C., Schmieder, E., & Last, M.Z., Shelly Cashman Series Microsoft Office 365 & Office 2016: Introductory: Nelson Education.
- » Gaskin, S., & Vargas, A., GO! with Microsoft Excel 2016 Comprehensive: Pearson.
- » Lancer, M., Microsoft Office 2016 for Mac: The Complete Beginner's Guide (Vol. 1): Conceptual Kings.
- » Chatfield, C., & Johnson, T., Microsoft Office Project 2007 Step by Step: Pearson Education.

FOCUS: This course focuses on skill development aligned with CO1 to CO5 outcomes.

Outcomes: After completion of course, the student will be able to:

- » CO1: Understand the fundamentals of MS-Office and their applications
- » CO2: Understand the fundamentals of MS-Excel and their applications
- » CO3: Understand the advanced concepts of MS-Excel and their applications in different types of analysis
- » CO4: Understand the fundamentals of MS-Powerpoint and their applications
- » CO5: Understand various MS-Office utilities like outlook, publisher, groove, access, project etc. and their application

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	Pos / PSOs
CO1	PO1, PO2/ PSO1, PSO2, PSO3
CO2	PO1, PO2 / PSO1, PSO2, PSO3
CO3	PO1, PO2 / PSO1, PSO2, PSO3
CO4	PO1, PO2 / PSO1, PSO2, PSO3
CO5	PO1,PO2 / PSO1, PSO2, PSO3

MBIC1025: Entrepreneurship Development

Objectives:

- ▶▶ It makes an in-depth analysis of various facts of entrepreneurial development.
- ▶▶ Case study provides an insight into the process of entrepreneurship.
- ▶▶ Acts as motivator to launch new enterprises and translate one dream into a reality.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Entrepreneurship: Meaning and definition of Entrepreneurship, definition of entrepreneur, characteristics of entrepreneurship, difference between entrepreneurship, entrepreneur, and enterprise, stages of entrepreneurship, functions of entrepreneurship, types of entrepreneurs,	(Sessions)
UNIT –II	Entrepreneurship development program: Meaning of Entrepreneurship development program, need of EDP, steps in conducting EDP, purpose, present position of EDP, evaluation of EDP	(5 Sessions)
UNIT – III	Entrepreneurial cultural and structure: meaning of entrepreneurial culture, entrepreneurial structures, Theories of Entrepreneurship	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Entrepreneurial motivation: the motivating factors, entrepreneurial ambitions, compelling factors, facilitating factors, the achievement motivation, the Kakinada experiment	(6 Sessions)
UNIT – V	Business opportunity analysis: Meaning, elements of business opportunities, searching an opportunity, selection of a business opportunities	(4 Sessions)

UNIT – VI	The business plan: meaning, legal issues, writing a business plan, presenting the plan	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- » Gupta, C. B., and Srinivasan, N. P., Entrepreneurship development in India. Sultan Chand and sons.

Reference Books:

- » Hisrich, R. D., and Peters M.P., Entrepreneurship. Tata McGraw-Hill.
- » Desai V., The dynamics of entrepreneurial development and management – planning for future sustainable growth. Himalaya Publishing House.
- » Badhai B., Industrial entrepreneurship management, Dhanpati Rai and Co.

FOCUS: This course focuses on entrepreneurship aligned with CO1 and CO3 outcomes.

Outcomes: After completion of course, the student will be able to:

- » CO1: Understand the concept of entrepreneurship along with its role & significance.
- » CO2: Understand the dynamics of entrepreneurship development program.
- » CO3: Acquaintance of knowledge of entrepreneurial culture through theories of entrepreneurship.
- » CO4: Develop entrepreneurial motivation by creating an understanding through various factors affecting and experiments.
- » CO5: Able to sense business opportunities.
- » CO6: Develop & Present business plans.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs / PSOs
CO1	PO1 / PSO1

CO2	PO1 / PSO1, PSO2
CO3	PO2 / PSO1, PSO3
CO4	PO3 / PSO1, PSO3
CO5	PO1 / PSO1, PSO3
CO6	PO1 / PSO2

MBIC1027: Company Law

Objectives

- » To make the student aware about the Company Act 2013 so that the fair level of understanding can be developed.
- » Getting them acquainted with the various types of formalities while incorporating a different company like One Person Company, Public company and Private Company etc.
- » To develop an understanding of the provisions of company law and acquire the ability to address application-oriented issues.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Introduction: -Meaning of Law and its importance. Companies Act, 2013, Definition of a Company and its characteristics, Registration and its Incorporation. Classification of companies.	(6 Sessions)
UNIT –II	Memorandum of Association: Name clause, Situation clause, Object clause, Liability clause, Capital clause, Subscription clause.	(5 Sessions)

UNIT –III	Article of Association: Meaning and importance, Difference between MOA and AOA.	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Prospectus: Definition, Types of Prospectus: Deemed Prospectus, Shelf Prospectus, Red Herring Prospectus, Abridged Prospectus.	(5Sessions)
UNIT – V	Directors: Definition, Types of directors, Powers and duties.	(4Sessions)
UNIT – VI	Meeting: Requisites of valid Meeting and its Types, Winding up of Company: Compulsory winding up, Role of Liquidator.	(6Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- » Kothari. Understanding Companies Act 2013. New Delhi, Taxmann Publication Ltd.
- » Paranjape, N.V. Company Law, Central Law Agency.
- » Jagtap, K & Bhirud, S. Elements of Company Law, Diamond Publications.
- » Nolakha, R. Company Law and Practice, Vikas Publishing House.

Reference Books:

- » Kapoor, G.K. & Dhamija, S. Company Law and Practices –A Comprehensive Text Book on Companies Act 2013. Taxmann Publication Ltd.
- » Banerjee, A. Company Meetings and Resolutions, Taxmann Publication Ltd.
- » Related Bare Acts

FOCUS: This course focuses on employability, entrepreneurship aligned with CO1 and CO2 outcomes.

Outcomes: After completion of course, the students will be able to :

- » CO1: Understand the working knowledge of the company law and matter incidental to it in regard to its incorporation with classifications.
- » CO2: Application of Memorandum of Association with its several clauses and implications.
- » CO3: Acquaintance of mechanism of Articles of Associations and applicability of laws and rules as per the today's scenario.
- » CO4: Develop various prospectus importance and understanding the timings while issuing the public offers.
- » CO5: Understand fundamentals powers and duties of Directors along with classifications of directors.
- » CO6: Understand the Requisites of valid meeting with working mechanism of liquidator

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	Pos / PSOs
CO1	PO1 / PSO1
CO2	PO1 / PSO1, PSO2
CO3	PO2 / PSO1, PSO2
CO4	PO2 / PSO1, PSO3
CO5	PO1 / PSO1, PSO3
CO6	PO1 / PSO1

MBIC 1028: Micro Finance

Objectives:

- » To provide a thorough knowledge of the concept of Microfinance
- » To appreciate the Microfinance Institutions (MFIs) and NGOs as partners in socioeconomic development process.
- » To build up the financial literacy of the students aspiring careers in microfinance and SME sector.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT-I	<p>Perspectives Microfinance: Concept, Role of microfinance, Characteristics of Microfinance Clients, Benefits of Microfinance,</p> <p>Microfinance as a Development Tool: The Indian Experience, Microcredit vs Microfinance, Evolution and Character of Microfinance in India.</p>	(4 Sessions)
UNIT –II	<p>Microfinance products and providers:Microfinance products (savings, credit, insurance, pension, equity, leasing, hire-purchase service etc). Microfinance Service Providers or Institutions (MFIs)</p>	(5 Sessions)
UNIT-III	<p>Microfinance Models :SHG (Self Help Group), Linkage between Banks and Self-Help Groups, Grameen Bank Model, Non-Banking Finance Company (NBFC) Model, Association Model</p>	(6 Sessions)
MID-TERM EXAMINATION		
UNIT-IV	<p>Microfinance Innovative Concepts, Approaches and Financial Inclusion, Emerging Global Microfinance practices.</p>	(5 Sessions)
UNIT-V	<p>Emerging Microfinance Issues:</p> <p>Legal and Regulatory Framework, Emerging Issues Impact Assessments and Social Assessments of MFIs</p>	(4 Sessions)
UNIT-VI	<p>Operational aspects of Micro Finance:</p> <p>Basics of Banking, Priority Sector Norms of Lending, Commercial Banks as Micro lenders,</p> <p>The Technological Base: Payment Systems and Banking Software, Building the Market for Investing in Microfinance</p>	(6 Sessions)
<p>* Provision for presentations / assignments / case analysis in additional sessions</p> <p>** 1 Session = 60 Minutes</p>		

Text Books:

- » Indian Institute of Banking and Finance. Micro-Finance: Perspectives and Operations; Macmillan India Limited.
- » Panda D. K. Understanding Microfinance; Wiley India Publication.

Reference Books:

- » Rhyne, E. Edition I. Microfinance for Bankers and Investors: Understanding the: Opportunities and Challenges of the Market at the Bottom of the Pyramid. Tata McGraw Hill Publication, New Delhi
- » Armendáriz, Beatriz, and Marc Labie. The Handbook of Microfinance. Singapore: World Scientific.
- » Armendáriz, Beatriz, and Jonathan Morduch. The Economics of Microfinance. Cambridge, MA and London: The MIT Press.
- » Joanna Ledgerwood. The New Microfinance Handbook. A Financial Market System Perspective. Washington, D.C: The World Bank.

Additional Readings and websites:

- » The Microfinance Gateway, www.microfinancegateway.org
- » Consultative Group to Assist the Poor (CGAP), www.cgap.org
- » The Mix Market, www.mixmarket.org
- » Microsave, www.microsave.org
- » Your SRI, www.yourSRI.com

FOCUS: This course focuses on employability aligned with CO1 and CO4 outcomes.

Outcomes: After completion of course, the student will be able to:

- » CO1: Define the concept and relevance of Micro finance and its contemporary functioning. Conventions.
 - » CO2: Understand the Microfinance products and Service Providers or Institutions (MFIs)
 - » CO3: Explain the Micro finance delivery methodologies and models, Illustrate the model of SHG-Bank linkage programme and its challenges.
 - » CO4: Illustrate the model of SHG-Bank linkage programme and its challenges.
 - » CO5: Demonstrate the emerging issues and impact assessments of MFIs.
-

- CO6: Understand the operational aspects of Micro Finance and its financial analysis with revenue model.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO2
CO2	PO1/PSO1,PSO2
CO3	PO2/PSO2, PSO3
CO4	PO2/PSO3
CO5	PO3/PSO3, PSO4
CO6	PO1/PSO2

Objectives:

- » To achieve a real understanding of the complexities, opportunities & creative challenges of international business across time, space & cultures and recognize those factors which distinguish the marketing mix for overseas markets as opposed to domestic markets.
- » To learn how to track & evaluate changes in world markets that effects the consumers demand & shape of marketers' strategies.
- » To identify & analyze ethical issues in international marketing affecting sustainable development ("green-marketing") & social justice in business and to create awareness about the various bodies working on the international level for the promotional of international trade & business.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Nature & Scope of International Business, Difference between Domestic and International Business, Reasons for Growth of International Business, Stages of Internationalization, EPRG Framework.	(6 Sessions)
UNIT –II	Effect of Environment on International Business. International Business Theories: Mercantilism, Adam Smith's Absolute Cost Advantage Theory, Ricardo's Comparative Cost Advantage Theory	(5 Sessions)
UNIT-III	Country risk analysis, Classification of Risk Involved- Political Risk, Socio-cultural Risk, Economic Risk, Importance of Risk Analysis for International Business. Role of world bodies in International business- WTO, IMF, World Bank	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Entry Decisions for International Business- Timing & Scale of Entry, Mode of entry in Foreign Market- Exporting, Turnkey Projects, Licensing, Franchising, , Joint Venture, Wholly Owned Subsidiary by Green-Field Venture or Acquisition.	(5 Sessions)
UNIT – V	Strategy in International Business, Pressures for Cost Reductions & Local Responsiveness. Competitive Strategies for International Business- International Strategy, Multidomestic Strategy, Global Strategy, Transnational Strategy.	(5 Sessions)
UNIT – VI	Introduction to International financial management, International marketing management, International Human resource management. Ethics in International business.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		

** 1 Session = 60 Minutes

Text Books:

- » Hill, C.W. International Business. 5th Edition. New Delhi: Tata McGraw Hill.
- » Keegan, J. W. Global Marketing Management. 7th Edition. New Delhi: Pearson Education.

Reference Books:

- » Onkvisit, S., & Shaw, J. International Marketing. 3rd Edition. New Delhi: Pearson Education.
- » Aswattapa, K. International Business. 3rd Edition. New Delhi: Tata McGraw Hill.

FOCUS: This course focuses on employability, entrepreneurship aligned with CO1 and CO2 outcomes.

Outcomes: After completion of course, the student will be able to:

- » CO1: Understand of real complexities, opportunities & creative challenges of international business across time, space & cultures.
 - » CO2: Understand of theories involved in international trade.
 - » CO3: Understand the concept of evaluating risk in world markets that affect the consumer demand & shape of marketers' strategies.
 - » CO4: Understand of the strategies used for entry in international markets.
 - » CO5: Understand the various strategies used for solving issues related to international business.
 - » CO6: Understand ethics & social responsibility concepts in international human resource management.
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Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1, PO4/PSO1
CO2	PO2, PO4/PSO2
CO3	PO2, PO4/PSO2
CO4	PO2, PO4/PSO4
CO5	PO1, PO4/PSO3
CO6	PO2, PO4/PSO2

MBIC1030: Econometrics

Objectives:

- » To provide the learning of tools to enable students to extract useful information about important economic policy issues from the available data.
- » To find estimators that have desirable statistical properties including unbiasedness, efficiency, and consistency

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Meaning of econometrics, methodology of econometrics: statement of theory of hypothesis, specification of the econometrics model of consumption, estimating of econometric model, hypothesis testing, forecasting or prediction Types of econometrics	(5 Sessions)
UNIT – II	Single equation regression models: The Nature of regression analysis, historical origin of the term regression, the modern interpretation of regression, statistical versus deterministic relationships, regression versus causation, regression versus correlation	(6 Sessions)
UNIT – III	Two variable regression analysis: a hypothetical example, the concept of population regression function (PRF), the meaning of term linear: Linearity in the variables, Linearity in the parameters	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Stochastic specification of PRF, the significance of the stochastic disturbance term, the sample regression function (SRF)	(6 Sessions)
UNIT – V	The method of ordinary least squares, the classical regression	(4 Sessions)

	linear model, precision or standard errors of least squares estimation, properties of least squares estimators: the Gauss Markov Theorem,	
UNIT – VI	the coefficient of determination: a measure of “goodness of fit”, Monte Carlo experiments, linearity and unbiasedness properties of least- squares estimators, variances and standard errors of least squares estimators	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- » Gujarati, D. N. Basic econometrics. Tata McGraw-Hill Education.

Reference Books:

- » Perron, P. (Ed.). Time Series Econometrics. World Scientific.
- » Hill, R. C., Griffiths, W. E., & Lim, G. C. Principles of econometrics. John Wiley & Sons.
- » Christopher Dougherty, Introduction to Econometrics, OUP, Indian edition.

FOCUS: This course focuses on employability aligned with CO1 and CO3 outcomes.

Outcomes: After completion of course, the student will be able to:

- » CO1: Understand concepts of econometrics along with its methodology and application in economic forecasting
- » CO2: Understand Single Equation Regression Models in econometrics and difference of regression versus causation and correlation
- » CO3: Understand mechanism of population regression function and its application in various economic issues
- » CO4: Understand of stochastic specification of population regression function and its significance for developing a prediction model in a volatile environment
- » CO5: Understand fundamentals of classical regression linear model along with properties of least square estimators.
- » CO6: Learn about the advanced linearity and unbiasedness properties along with variances and standard errors and its application in regression modelling

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	Pos / PSOs
CO1	PO1 / PSO1
CO2	PO1 / PSO1, PSO2
CO3	PO2 / PSO1, PSO2, PSO3
CO4	PO2 / PSO1, PSO3
CO5	PO2 / PSO1, PSO3
CO6	PO2 / PSO3

MBIC 1031: Supply Chain Management

Objectives:

- ▶▶ To provide a congenial learning and training environment for gaining deep insight in Logistics and Supply Chain Management.
- ▶▶ Develop an understanding of the significance of Supply Chain Management to achieve cost effective supply and distribution of goods & services to meet varying customer demand.
- ▶▶ Demonstrate the ability to analyze and apply critical thinking and learning skills related to "real life" problems and situations.

Credits: 3

L-T-P-J: 3-0-0-0

Unit- I	Supply Chain definition – Objectives, Drivers of supply chain, Supply chain flows and different views	(3 Sessions)
Unit-II	Supply Chain Performance: Competitive and Supply Chain Strategies, Achieving Strategic Fit.	(6 Sessions)
Unit- III	Forecasting in Supply Chain, Methods of Forecasting, Planning Supply and Demand in a Supply Chain.	(6 Sessions)
Unit-IV	Factors influencing Distribution Network Design, Design Options for a Distribution Network, Role of Network Design in	(5 Sessions)

	Supply Chain	
Unit-V	Purchasing Management: Meaning, Functions of Purchase Department, Purchasing Policies.	(5 Sessions)
Unit- VI	Sourcing Decision: Role of Sourcing in Supply Chain, & Outsourcing, Vendor Rating & Vendor Management.	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- » Chopra, S., and Meindel, P., “Supply Chain Management –Strategy, Planning and Operation”: Pearson/PHI, 2007.

Reference Books:

- » Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E., & Shankar, R., “Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, Tata McGraw-Hill, 2008.
- » Christopher, M., “Logistics & Supply Chain Management: Strategies for Reducing Cost & Improving Service”: Pearson, India, 2000.

FOCUS: This course focuses on employability aligned with CO1 and CO4 outcomes.

Outcomes: After completion of course, the student will be able to:

- » CO1: Understand the basic concept of supply chain management.
- » CO2: Explain and understand the concept of supply chain performance.
- » CO3: Understand the ways of forecasting in supply chain.
- » CO4: Understand the factors influencing distribution network design.
- » CO5: Explain the concept of purchasing management.
- » CO6: Understand the role of sourcing in supply chain.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Course	PO/PSO
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Outcome	
CO1	PO1/PSO1
CO2	PO1, PO2/PSO1, PSO2
CO3	PO1/PSO1
CO4	PO1/PSO1
CO5	PO1/PSO1
CO6	PO1/PSO1

MBIC 1033: International Financial Management

Objectives:

- » To make the students understand financial management in global context.
- » To explain the foreign exchange market-major players, basic concepts, international monetary system and contemporary practices.
- » To develop an insight into the meaning and increasing role of derivatives in the international financial market and help students to make the short term and long-term financial decisions in the global market.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	International Enterprise & Multinational Financial Management: The rise of Multinational Corporation, The	(3 Sessions)
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	Internationalization of Business and Finance, Difference between Domestic and International organizations, The Scope of International Finance, Distinguishing Features of International Finance	
UNIT – II	International Monetary System: The Gold Standard, The Inter-war Years, The Bretton Woods System, The Smithsonian Agreement, The Flexible Exchange Rate Regime, Alternate Exchange Rate Systems The Foreign Exchange Market: Foreign Exchange Market and its Functions, Foreign Exchange Rates, The Spot Market, Cross Rates of Exchange, Bid - Ask Spreads, The Forward Market,	(6 Sessions)
UNIT – III	Theories of Foreign Exchange Rate Movement: Purchasing Power Parity, Interest Rate Parity Management of Foreign Exchange Risk: Foreign Exchange Risk, Management of Translation, Transaction, and Economic Exposures	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Financial Management of the Multinational Firm: Cost of Capital and Capital Structure of the Multinational Firm, Multinational Capital Budgeting – Application and Interpretation	(5 Sessions)

UNIT – V	Foreign Investment Analysis: International Portfolio Investment, Optimal International Asset Allocation, Measuring Total Return from Portfolio Investing, The International Capital Asset Pricing Model	(5 Sessions)
UNIT – VI	Balance of Payments: The International Flow of Goods, Services and Capital; Balance of Payments Accounting, Balance of Payment Statements, International Bond Market: International Bonds Market, External Commercial Borrowings and Foreign Currency Convertible Bonds	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- ▶▶ Apte, P.G., “International Financial Management”: Tata McGraw-Hill Company Limited, New Delhi.

Reference Books:

- ▶▶ Eun C.S. and Resnick, B.G., “International Financial Management”: McGraw-Hill, USA.
- ▶▶ Stonehill, A.I., Michael, H. and Moffet, “International Financial Management”, United Nations Library on Transnational Corporations.
- ▶▶ Madura, J., “International Financial Management”: Cengage Learning, USA.
- ▶▶ Sharan, V. “International Financial Management”: PHI Learning Pvt. Ltd, New Delhi.
- ▶▶ Siddaiah, T. “International Financial Management”: Pearson Education India, Noida.
- ▶▶ Kevin. “Fundamentals of International Financial Management”: PHI Learning Pvt. Ltd, New Delhi.
- ▶▶ Srinivasan, S.P. “International Financial Management”: Dream tech Press, Delhi.

FOCUS: This course focuses on employability aligned with CO1 and CO2 outcomes.

Outcomes:After completion of course, the student will be able to:

- ▶▶ CO1: Understand the evolution & significance of international finance & monetary system
- ▶▶ CO2: Develop an insight into the contemporary practices of foreign exchange market & different types of quotations.
- ▶▶ CO3: Illustrate & outline the key factors of risk analysis at global context.
- ▶▶ CO4: Develop critical thinking about management of budget, cash & tax for operations at international level.
- ▶▶ CO5: Understand various financial decisions in the global market
- ▶▶ CO6: Compare international financial market to domestic financial market & to know about economy & international finance.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1, PO4/PSO1, PSO2
CO2	PO1, PO4/PSO2, PSO4
CO3	PO4/PSO1, PSO3
CO4	PO1, PO4/PSO3, PSO4
CO5	PO4/PSO1, PSO2
CO6	PO4/PSO1, PSO2

MBAO0011: Research Methodology

Objectives:

- ▶▶ To develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling.
- ▶▶ To have basic knowledge on qualitative research techniques.
- ▶▶ To develop basic knowledge on measurement & scaling techniques.
- ▶▶ To have basic awareness of data analysis-and hypothesis testing procedures

Credits: 3

L-T-P-I: 3-0-0-0

UNIT 1	Meaning - Purpose and scope of Research – Steps in Research –identifying the research problem -concepts, Constructs and Theoretical framework -Types and Methods of research.	5 (Sessions)
UNIT 2	Introduction - census VS Sampling – Characteristics of Good Sample -Advantages and Limitations of Sampling -Sampling Techniques or Methods (Probability and Non-Probability) – Sample design - Sampling frame -Criteria for selecting Sampling Techniques.	6 (Sessions)
UNIT 3	Data Meaning - types of Data - Sources of Data -primary Data – Secondary data - Data collection instruments - Questionnaire- Interview –Schedule	4 (Sessions)
MID-TERM EXAMINATION		
UNIT 4	Hypothesis Testing -Concept - Need -Characteristics of Hypothesis - Types of Hypothesis- Processing of Data: Editing Data, Coding, Classification of Data -Tabulation of Data.	6 (Sessions)
UNIT 5	Review of Literature: Need - sources to collect review - how to write review of literature survey using Internet.	4 (Sessions)
UNIT 6	Report Writing -Introduction - types -Format - Principles of Writing report -Bibliography – Citation guidelines for writing references	5 (Sessions)

Text Books:

- ▶▶ Malhotra N.K., “Marketing Research”: Pearson Education, Inc.
- ▶▶ Chawla D. and Sondhi N., “Research Methodology Concepts and Cases”: S. Chand & Company Ltd.

Reference Books:

- ▶▶ Cooper, D. R. and Schindler, P.S., “Business Research Methods”: Mcgraw-Hill.
- ▶▶ Kothari, C. R., “Research Methodology”: New Age International Publication, New Delhi.

FOCUS: This course focuses on employability and skill development aligned with CO1 and CO2 outcomes.

Outcomes:After completion of course, the student will be able to:

- ▶▶ CO1: Understand utility of research in different areas and the process of conducting research.
 - ▶▶ CO2: Understand sampling techniques and apply these techniques for sample selection from the population.
 - ▶▶ CO3: Acquaintance of methods of collecting information and data and various merits and demerits of these methods.
 - ▶▶ CO4: Understand of the process data entry and tabulation and the process of hypothesis testing.
 - ▶▶ CO5: Understand the application of literature review using internet sources.
 - ▶▶ CO6: Apply various principles of writing a research report and use of SPSS for analyzing the data.
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Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1, PO2/PSO1,PSO2
CO2	PO1,PO2/ PSO1,PSO2
CO3	PO1,PO2/ PSO1,PSO2
CO4	PO1/ PSO1,PSO2
CO5	PO2/ PSO1,PSO2
CO6	PO3/ PSO1,PSO2

MBIC1035: Strategic Management

Objectives :

- » To understand the nature of strategic management with its competitive and institutional context.
- » To appreciate the strengths and limitations of strategic analysis, and how it fits into the overall strategy process

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists. General vocabulary of SM: Vision, Mission, Objectives and Purpose	(5 Sessions)
UNIT –II	Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS), Internal Appraisal – The internal environment, organizational capabilities in various functional areas and Strategic Advantage Profile, Methods and techniques used for organizational appraisal (Value chain analysis, Financial and non-financial analysis, historical analysis, Industry standards and benchmarking, Balanced scorecard and key factor rating). Identification of Critical Success Factors (CSF). Strategic step application: Drucker's theory of business, Blue ocean strategy, resource-based view and dynamic view.	(6 Sessions)
UNIT – III	Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies, Corporate restructuring, Concept of Synergy, Mergers & Acquisitions, Corporate Restructuring	(4 Sessions)
MID-TERM EXAMINATION		

UNIT – IV	Business level strategies—Porter’s framework of competitive strategies, Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies, Strategic Analysis and choice—Corporate level analysis (BCG, GE Ninecell, Hofer’s product market evolution and Shell Directional policy Matrix).	(6 Sessions)
UNIT – V	Strategy implementation: Resource allocation, Projects and Procedural issues. Organization structure and systems in strategy implementation. Operational and derived functional plans to implement strategy, Integration of functional plans.	(4 Sessions)
UNIT – VI	Strategic control and operational Control, Organizational systems and Techniques of strategic evaluation. Developing Performance, Delta Model, Managing Strategic Change	(5 Sessions)
<p>* Provision for presentations / assignments / case analysis in additional sessions</p> <p>** 1 Session = 60 Minutes</p>		

Text Books:

- ▶▶ Thompson, A., Peteraf, M., Gamble, J., Strickland III, A.J. and Jain, A.K., “Crafting & executing strategy 19/e: The quest for competitive advantage: Concepts and cases”: Tata McGraw Hill Publication, New Delhi.

Reference Books:

- ▶▶ Azhar, K., “Business Policy and Strategic Management”: Tata McGraw Hill Publication, New Delhi.
- ▶▶ Hamel, G. and Prahalad, C. K., “Competing for the Future”: Harvard Business School.

FOCUS: This course focuses on skill development aligned with CO1 and CO2 outcomes.

Outcomes: After completion of course, the student will be able to:

- ▶▶ CO1: Identify the key components of the strategic management process and how it can be applied in organizations in order to increase value propositions for all the organization’s stakeholders

- ▶▶ CO2: Understand internal environmental analysis using methods like VRIO framework, SWOT Analysis and Value Chain Analysis
- ▶▶ CO3: Illustrate the various macro environment elements for the purpose of strategy formulation
- ▶▶ CO4: Create a strategy including synthesizing appropriate elements of business level strategy, competitive dynamics, corporate level strategy, cooperative strategies and international strategies.
- ▶▶ CO5: Understand the business level strategy and functional aspects of strategy implementation
- ▶▶ CO6: Acquaintance of mechanism of balance score card, delta model and porter's diamond model for strategic evaluation

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO3
CO2	PO1/PSO1, PSO4
CO3	PO3/PSO1, PSO2
CO4	PO4/PSO3
CO5	PO2/PSO1, PSO2
CO6	PO1/PSO1

Basics of Tax Planning

Objectives:

- » To provide students a comprehensive overview of the taxation system, procedures, structures and their implications in terms of tax planning for individuals as well as corporate
- » To develop analytical skills of students to acquaintance of the practical functioning of taxation in corporate spectrum by extending the maximum practical exposure to students

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Introduction to Taxation Basics Introduction to Basic Tax Concepts, Tax Planning, Tax Avoidance, and Tax Evasion, Residential Status of Assessee and its impact on Tax Liability, Exempted Incomes	(4 Sessions)
UNIT –II	Taxation for Individual (I) Income from Salary: Allowances, Perquisites, Retirement Benefits, Income from House Property: Computation of GAV, NAV, Deductions u/s 24; Income from Business or Profession: Allowed Deductions, Disallowed Expenditures, Depreciation	(5 Sessions)

UNIT – III	Taxation for Individual (II) Income from Capital Gains: Computation of Short Term & Long Term Capital Gains, Deductions u/s 54 Income from Other Sources: Scope and Deductions	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Computation of Tax Liability: Deductions from Gross Total Income, Computation of Tax Liability, Marginal Relief, Deduction u/s 87 Filing of Return: e-filing of return, Assessment Procedure	(5 Sessions)
UNIT – V	Taxation Procedure: Permanent Account Number, Clubbing of Income, Set off and Carry forward of Losses, Advance Payment of Tax Corporate Taxation: Minimum Alternate Tax, Tax on Distributed Profits, Tax Rates	(7 Sessions)
UNIT – VI	An Overview of Goods and Service Tax: Introduction, Brief comparison with previous taxation structure, GST: Scope, Functioning & Procedural Norms, E-way Bill, GST Returns	(3 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions ** 1 Session = 60 Minutes		

Text Books:

- Singhania, V. K. & Singhania, M., “Corporate Tax Planning and Business Tax Procedures”: Taxmann Publication, New Delhi.

Reference Book:

- Bhatia, H. L., “Public Finance”: Vikas Publishing House.
- Mehrotra, H. C., “Corporate Tax Planning”: Sahitya Bhawan Publication.

FOCUS: This course focuses on employability, entrepreneurship aligned with CO1 and CO2 outcomes.

Outcomes: After completion of course, the student will be able to:

- CO1 : Understand the concepts of tax planning, tax avoidance and tax evasion along with computation of residential status of assessee and its impact on tax liability

- CO2 : Explain the provisions of income from salary, house property, business and profession
- CO3 : Understand the provisions of income from capital gains and other sources.
- CO4 : Understand procedure of computing tax liability and process of filing of return.
- CO5 : Understand procedures of taxation related to clubbing of income, set off and carry forward of losses and concept of corporate taxation.
- CO6 : Explain the concept of Goods and Service Tax

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1 / PSO1
CO2	PO1 / PSO1, PSO2
CO3	PO1, PO2 / PSO2
CO4	PO2 / PSO2
CO5	PO2 / PSO2
CO6	PO1 / PSO1

Change management

Objective:

- ☐ To make the students realize the importance of changes in organizational set-up.
- ☐ To understand the different models of change and learn to implement them in organizations.
- ☐ To make budding managers aware of resistance to change and how change is linked to organizational culture.

Credits: 03

L-T-P-J: 3-0-0-0

Unit No.	Content	Teaching Hours
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UNIT – I	<p>Organizational change: Introduction, types of change. Forces of change: Internal & External</p> <p>Theoretical framework of organizational change: life cycle theory, teleological theory, dialectical theory, evolutionary theory.</p> <p>Perspectives on organizational change: Contingency and resource dependence, population ecology, institutional, evolutionary.</p>	(5 Sessions)
UNIT – II	Strategic change. Stakeholder and congruence analysis. PESTLE analysis	(4 Sessions)
UNIT – III	<p>Models of change: Introduction, Classical and systems paradigm.</p> <p>Models of Change: A Three Stage Model of the Change-Kurt Lewin , ADKAR Model, McKinsey 7 s model, Nadler and Tushman's model, Kotter's eight step model.</p>	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Resistance to organizational change: Concept, Nature, factors contributing to resistance, mechanisms underlying resistance, the behavioural elements, cognitive and affective processes, Suggestions to managing resistance to change.	(4 Sessions)
UNIT – V	Role of change agents and leadership: Introduction to change agents. Role of HRD in managing change, level 5 Leadership. Implementing organizational change: Introduction. Delta Technique, Skills for managing change. Strategy for organizing change.	(6 Sessions)
UNIT – VI	Organizational culture and change: Introduction, nature, levels, patterns of work culture. Formal and informal components of organizational culture, functions of organizational culture and change, researches on cultural differences in organizations. Organizational culture leadership and firm size. Emerging trends in organizational culture.	(5 Sessions)
<p>* Provision for presentations / assignments / case analysis in additional sessions</p> <p>** 1 Session = 60 Minutes</p>		

Text Books:

- Palmer, I., Dunford, R. & Akin, G. “Managing Organizational Change: A multiple perspectives approach”: Tata Mc-Graw Hill.
- Singh, K. “Organizational Change & Development”: Excel Books.

Reference Books:

- Bhattacharyya, D.K., “Organizational Change and Development”: Oxford Higher Education.
- French, W.L. & Bell, C.H., “Organization Development: Behavioral Science Interventions for Organization Improvement”: Pearson.
- Cummings, T.G. & Worley, C.G., “Organization Development and Change”: South Western Cengage Learning.

FOCUS: This course focuses on employability aligned with CO1 and CO4 outcomes.

Outcome: After completion of course, the student will be able to:

- CO1: Understand the concept of the organizational change
- CO2: Understand the concept of strategic change and use knowledge of pestle analysis
- CO3: Examine the different models of change.
- CO4: Understand resistance to change and develop strategies to overcome resistance.
- CO5: Determine the role of change agents and leadership in organizational change.
- CO6: Understand the relationship between organizational change and organizational culture.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1/PSO1

CO2	PO1/ PSO1, PSO2, PSO3
CO3	PO1/ PSO1, PSO2
CO4	PO1/ PSO1
CO5	PO1, PO3/ PSO1, PSO3
CO6	PO1, PO4/ PSO1, PSO3

Start-up Planning

Objective:

- This course aims to contribute in strengthening the entrepreneurial ecosystem, and to assist the students in understanding the fundamentals of start-up management.
- To encourage the students to consider entrepreneurship as a career option.

Credits: 03

L-T-P: 4-0-0

Module	Topics	Teaching Sessions
UNIT -I	The Startup Ecosystem: Entrepreneurship in India; Government Initiatives Checklist for Entrepreneurs- Traits & Skill Set required, Myths regarding Entrepreneurship, Types of Entrepreneurs, Different entrepreneurial styles, The Rise of the startup Economy, The Six Forces of Change	(5 Sessions)
UNIT-II	Institutional efforts for start-ups: Concept of E-Cell/IEDCs/Business Incubators-Incubation Centers, Exploring own entrepreneurial flow Effectuation: Concept, Principles of effectuation: The bird in hand principle, Lemonade principle, Crazy quilt principle, Pilot in the plane principle, Affordable loss principle Blue ocean and Red ocean strategy	(5 Sessions)
UNIT-III	Idea Generation- Problem identification and assessment, Opportunity Sensing, Concept of Design Thinking, DISRUPT Model, Concept of Value Proposition, Outcome Driven Innovation Idea Evaluation- Viability Check: Technical, Financial, Economic & Environmental Analysis	(5 Sessions)
UNIT-IV	Problem-Solution Fit: Basics of Lean Approach and Lean Canvas, Types of Business Models, Introduction to various types of risks, Developing the Solution Demo, Running problem-solution test, Sizing the opportunity, Building Minimum Viable Product	(5 Sessions)
UNIT-V	Handling Money related matters: Costs and pricing, Exploring revenue streams, Start-up financial planning and Pitch Preparation: Start-up financial planning and budgeting, the cost and process of raising capital, Funding	(5 Sessions)

	<p>options for start-ups, Designing funding strategy & Start-up valuation</p> <p>Financial KPIs: Calculation, Interpretation</p> <p>Investor presentation: Tips & Tricks, Pitch deck</p>	
UNIT-VI	<p>Manpower management: Building high performance team, Managing workplace efficiency.</p> <p>Start-up Marketing: Market Segmentation, Customer persona design, Marketing strategy and campaign design. Defining and measuring the traction, Estimation of customer life cycle value. An overview of Issues related to Intellectual Property Rights</p>	(5 Sessions)

Text Books:

- B. R. Barringer, R.D. Ireland, Entrepreneurship successfully, launching new ventures: Pearson.
- A. Raichaudhuri, Managing New Ventures Concepts and Cases: Prentice Hall International.

Reference Books:

- S. Fisher, J. Duane, The Startup Equation -A Visual Guidebook for Building Your Startup: Indian Edition, Mc Graw Hill Education India Pvt. Ltd.
- K. R. Allen, Launching New Ventures- An Entrepreneurial Approach: Cengage Learning.

FOCUS: This course focuses on entrepreneurship aligned with CO1 and CO4 outcomes.

Outcomes: After completion of the course, the student will be able to-

CO1: Understand the myths regarding entrepreneurship, and learn the types & traits of entrepreneurs

CO2: Understand the different aspects of institutional efforts for start-up and Identify the basic principles of effectuation

CO3: Identify the dimensions of idea generation and idea evaluation.

CO4: Understand the relevance of problem solution fit with reference to lean approach, business models, types of risks involved

CO5: Understand the concepts of handling money matters, preparation financial planning and financial KPI's

CO6: Analyze the manpower management and understand concept of start-up marketing

**Mapping of
Outcomes (COs)
Outcomes (POs)
Specific
(PSOs):**

COs	POs / PSOs
C01	P01/ PS01, PS02
C02	P01/ PS01, PS02
C03	P01/ PS01, PS03
C04	P01, P02/ PS01, PS02
C05	P01, P02/ PS01, PS03
C06	P01, P03/ PS01, PS03

**Course
with Program
and Program
Outcomes**

Banking and Insurance

Objectives:

- » To have an understanding about the functions and operations of commercial banks in India
- » To get familiarize with the functions of and regulatory mechanism of RBI in the Indian economy system.
- » To understand the fundamentals of insurance business

Credit 3

L-T-P-I: 3-0-0-0

Unit-1	Fundamentals of commercial banking: The evolution of commercial banks in India, their contribution in the economic growth. Types of banks, functions of banks. Regulatory Mechanism: Functions of the Reserve Bank of India, Techniques of credit control and Banking Ratios.	5 Sessions
Unit-2	The Asset & Liabilities in Banks: Types of deposits and their features, types of loans & advances, the concept of asset-liability management, Management of NPAs, Interest rate structure.	5 Sessions
Unit-3	Commercial Banking Operations: Payment and settlement system-New age clearing and New age payment, RTGS, SWIFT, NTGS, KYC Norms, Basic concept of Anti- Money Laundering and FEMA.	5 Sessions
MID-TERM EXAMINATION		
Unit-4	Insurance Contracts: An Introduction to the Insurance Industry, Pricing of Insurance, Legal Aspects of Insurance Contracts, Insurability of Risk,	5 Sessions

	Contractual Provisions, and Legal Doctrines, Insurance Contract Analysis and Risk Pooling	
Unit-5	Life Insurance: Life Insurance: Principles of Life Insurance, Financial Planning and Insurance, Life Insurance Products, Pensions and Annuities, Risk Assessment & Underwriting, Premium Setting, Product Development, Design and Evaluation, Reinsurance, Claims Management, Legal Framework.	5 Sessions
Unit-6	General Insurance: General Insurance: Principles of General Insurance, General Insurance Products (Fire, Motor & Health), Commercial Insurance: Transport, Marine, Catastrophe, Liability, Product Design, Development and Evaluation.	5 Sessions
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- » Singh and Dutta, “Management of Commercial Banks”: Tata McGraw-Hill Publication.
- » Harrington, S.E. and Niehaus, G.R., “Risk Management & Insurance”: Tata McGraw-Hill Publications.

Reference Books:

- » Suresh, P., & Paul, J., “Management of Banking and Financial Services”: Pearson, Delhi.
- » Arora. “Principles of Banking”: S Chand & sons, Delhi.

Journals and Reports

- » “The Banker”, A Journal of Indian Banks Association
- » Annual Reports of RBI
- » Websites- RBI and IRDA

Learning Outcomes

- » Basic understanding of banking functions and role and regulatory framework in the Indian economy.
- » Understanding the concepts of Asset & Liabilities in banks and its management.
- » Basic understanding of banking operations in the Indian economy.
- » Developing understanding for life insurance and general insurance products.
- » To examine the risk assessment and its management in view of insurance.

FOCUS: This course focuses on employability and entrepreneurship aligned with CO1 and CO2 outcomes.

Outcomes: After completion of course, the student will be able to:

- » CO1: Understand of the basic banking functions and regulatory mechanisms of RBI in the economy.
- » CO2: Acquire the knowledge of the Asset & Liabilities management in banks.
- » CO3: Acquire the knowledge of the banking operations in the context of their payment and settlement system.
- » CO4: Understand the legal aspects of insurance contracts and pricing of insurance.
- » CO5: Demonstrate knowledge of common life insurance products and the industry operations.
- » CO6: Understand the use of general insurance schemes and life insurance policies.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1, PSO2
CO2	PO2/PSO1, PSO2
CO3	PO2/PSO1, PSO2
CO4	PO4/PSO2, PSO3

CO5	PO2/PSO2,PSO3
CO6	PO2/PSO2/PSO3

Retail Management

Objectives of the Course:

- » Understand effective methods and strategies required for retail management.
- » Understand how to utilize resources and techniques used in retail management.
- » Understand analysis of store location, merchandising, products and pricing.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Introduction to Retailing – Definition and Concept, Functions of	(4 Sessions)

	Retailing, Significance of retail industry, understanding the concept of product & merchandise, Application of marketing concepts in retailing, driving forces for Retailing	
UNIT –II	Understanding the Retail Consumers- The factors influencing retail shopper, changes in consumers behavioral aspect in retail shopping, Consumer decision making process	(5 Sessions)
UNIT – III	Retail Formats - Concept of retail life cycle, classification of retail stores, Choosing a Store Location: types of locations, steps involving in choosing a location, trade areas and their evaluation	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Retail Merchandising- The concept of merchandising, the evolution of merchandising, and function in retail Store design and Layout, The Store and its Image, Store display, Visual Merchandising and store atmospherics	(5 Sessions)
UNIT – V	Managing Retail Business: In-store Operations& Management, Managing Retail Services. HRM practices in retail: Recruitment, selection & training of in store workforce, designation, profiles & roles of in store workforce	(5 Sessions)
UNIT – VI	Retail in India: Evolution and Size of retail in India – Drivers of retail change in India, Foreign Direct Investment in retail, Challenges and Threats to retail developments in India.	(5 Sessions)

* Provision for presentations / assignments / case analysis in additional sessions

** 1 Session = 60 Minutes

Text Books:

- Berman B and Evans J.R - Retail Management (Pearson Education, 9th Ed.)

Reference Books:

- » Michael Levi M and Weitz BW - Retailing Management (Tata McGraw Hill, 5th Ed.)
- » Swapna Pradhan – Retailing Management – Text and Cases, Tata McGraw Hill – 2nd Edition.

FOCUS: This course focuses on employability aligned with CO1 and CO2 outcomes.

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the concept of retailing and its application
- CO2: Understand the factors influencing consumer behavior and decision making in retail shopping
- CO3: Understand the concept of retail formats & factors considered while choosing a store Location
- CO4: Explain the concept of Store display & Visual Merchandising
- CO5: Understand the concept of In-store operations along with HRM practices in retailing.
- CO6: Understand the concept of Foreign direct investment along with challenges and threats to retail development in Indian context.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1,PSO2
CO2	PO1/PSO1,PSO2
CO3	PO1,PO2/PSO1
CO4	PO1/PSO2
CO5	PO1/PSO1
CO6	PO2/PSO4

Objectives:

- » To understand the relevance of international trade.
- » To understand the implications of international trade theories.
- » To conceptualize the idea behind administered protection and economic integration.
- » To explain the dimensions of trade promotion measures.
- » To create awareness about the various bodies working on the international level for the promotion of international trade.

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	International Trade: Concept, Growing importance of trade in world economy, domestic and international trade; Gains from trade; trade equilibrium and determination of terms of trade.	(4 Sessions)
UNIT –II	International Trade Theories: Absolute advantage theory, Comparative advantage theory, Factor Proportion theory, Human capital approach theory, Strategic trade theory, International product life cycle theory. Balance of Payment: Balance of trade and balance of payment, structure of balance of payment; equilibrium, disequilibrium and adjustments,	(7 Sessions)
UNIT – III	Trade Barriers: Free trade versus protection; tariff classification; economic effects of tariff; tariff retaliation; export subsidies, countervailing duties and anti-dumping duties, quota and other non-tariff measures	(4 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	International economic integration – forms and levels; trade creating and trade diverting effects of a custom union; repercussions of regional economic groupings on the strategy of international marketers.	(4 Sessions)
UNIT – V	Trade Promotion Measures – Export assistance and promotion measures; Duty exemption schemes; Tax concessions; Marketing assistance; Role of export houses, trading houses and state trading organizations; SEZs; state trading and canalized trade.	(6 Sessions)
UNIT – VI	International economic organizations – World Trade Organisation (WTO); International Monetary Fund (IMF); International Bank for Reconstruction and Development (IBRD); Organization of Petroleum Exporting Countries (OPEC); South Asian Association for Regional Cooperation	(5 Sessions)

	(SAARC).	
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- ▶▶ Hill, C.W. International Business. 5th Edition. New Delhi: Tata McGraw Hill.
- ▶▶ Heller, H.R. International Trade. New Delhi: Prentice Hall of India.

Reference Books:

- ▶▶ Aswatthapa, K. International Business. 3rd Edition. New Delhi: Tata McGraw Hill.
- ▶▶ Paul, J. International Business. New Delhi: Prentice Hall of India.

FOCUS: This course focuses on employability aligned with CO1 and CO2 outcomes.

Outcomes: After completion of course, the student will be able to:

- CO1: Conceptualizing international trade and government role in the foreign trade
- CO2: Understanding of international trade theories and conceptualizing Balance of payment.
- CO3: Understanding of trade protectionism tools.
- CO4: Understanding of trade integration between different countries and repercussions of regional economic integration.
- CO5: Identifying trade promotion measures with marketing assistance from the state trade organizations.
- CO6: Understanding of objectives and functions of the international economic organizations.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1, PO4/PSO1
CO2	PO1, PO4/PSO1
CO3	PO1, PO4/PSO1

CO4	PO1, PO4/PSO1
CO5	PO1, PO4/PSO1
CO6	PO1. PO4/PSO1

MBIC 1043: Investment Management

Objectives:

- » To enable in understanding the role and relevance of Investment management.
- » To enable them to use these techniques optimizing the profitability and attaining the financial objectives of Individuals.

Credits: 03

L-T-P-J: 3-0-0-0

UNIT – I	Introduction to the Indian Financial System: The Indian financial market, Structure of financial markets in India, Role of participants in financial markets Securities market segment: nature and definition of primary markets, role and function of secondary market.	(6 Sessions)
UNIT –II	Mutual funds: Meaning, concepts and terms related to Mutual funds, systematic transactions, and benefits of investing in mutual funds. Investment products: Small saving instruments, fixed income instruments, Alternate investments.	(4 Sessions)
UNIT – III	Measuring Investment Risk and Return: Risk, common types of risk, measuring risk, understanding return, the concept of compounding, tax and risk adjusted returns.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Concept of financial planning: financial planning, need for advisory services, asset allocation and portfolio rebalancing strategies Insurance planning: Need, role and steps of insurance planning, Life insurance and non life insurance products.	(5 Sessions)
UNIT – V	Retirement Planning: Retirement planning process, estimating and determining the retirement corpus, Retirement products. Tax and Estate planning: Understanding income tax principle, tax aspect of investment products and Estate planning	(6 Sessions)
UNIT – VI	Regulatory environment and ethical issues: code of conduct and ethics of investment advisors, role of regulators, role of	(4 Sessions)

	SROs and Investor complaint redressal systems	
*	Provision for presentations / assignments / case analysis in additional sessions	
**	1 Session = 60 Minutes	

Text Books:

- Gitman et al., Personal Financial Planning, 11th e, South-Western College Pub.
- Keown, Arthur J., Personal Finance, Pearson Education

Reference Books:

- NISM. (2017). Investment Adviser Level - 1 (NISM Series X-A)
- NISM. (2017). Investment Adviser Level - 2 (NISM Series X-B).

FOCUS: This course focuses on employability, entrepreneurship aligned with CO1 and CO3 outcomes.

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the basics of investment and will get deeper insight to the Indian financial system and the various market segments.
- CO2: To understand the various investment products available at their disposal.
- CO3: Understand the concept of risk associated while investing and the attached returns
- CO4: Understand the concept of financial planning and insurance planning.
- CO5: Understand the concept of retirement planning process the available investment products and tax planning
- CO6: Develop an understanding of the regulatory environment and ethical issues in the field of investment management.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Cos	POs/PSOs
CO1	PO1, PO2/PSO1, PSO2, PSO3

CO2	PO1,PO2/PSO1,PSO2,PSO3
CO3	PO1,PO2/PSO2,PSO3
CO4	PO1,PO2/PSO1,PSO2
CO5	PO1,PO3/PSO1,PSO3
CO6	PO1,PO3/PSO1,PSO3

MBIC 1044: Industrial Relations and Labour Law

Objectives:

- To develop an understanding of the industrial relations which is a major supporting subsystem of the overall management system
- To make aspirants understand the ground rules relating to labour laws and equip them with the knowledge of various labour laws.

Credits:03

L-T-P-J:3-0-0-0

UNIT – I	Industrial Relations: Evolution, definitions, scope, objectives, essential features of industrial relations, participants of industrial relations system and dynamics of their participation, Industrial relations: perspectives and approaches, forms of collective bargaining, basic negotiation process.	(5 Sessions)
UNIT –II	Trade Unionism: Concept: characteristics, impact, principles, theories, tools of trade unionism and reasons for joining a trade union, roles, functions and objectives, features of an effective trade union. classification of trade unions, union security, problems of trade unions in India.	(5 Sessions)
UNIT –III	Worker's Participation in Management (WPM): Evolution	(5 Sessions)

	of concept, objectives of WPM, forms of WPM in India, Sachar Committee and Varma Committee on worker's participation. necessary Conditions for effective working of WPM	
MID-TERM EXAMINATION		
UNIT – IV	The Industrial Disputes Act 1947: objectives, definitions, causes, forms of industrial actions, the prohibition of strike and lockout, illegal strikes and lockouts, lay-off, retrenchment and closure, closure of undertaking, last in first out, unfair labour practices, settlement machinery.	(6 Sessions)
UNIT – V	The Factories Act, 1948: objectives, coverage, applicability, definitions, structure, main provisions.	(4 Sessions)
UNIT – VI	The Trade Union Act, 1926 Definition of a trade union, registration of trade union, rights and privileges of a registered trade union, duties and liabilities of a registered trade union, regulations, penalties, recognition of unions	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- C.B. Mamoria, S.V. Gankar and S. Mamoria. Dynamics of Industrial Relations: New Delhi: 13th Edition, Himalaya Publishing House.

Reference Books:

- VenkataIn.dustrial Relations. New Delhi: 13th Edition. Oxford University Press.
- B.D. Singh. Industrial Relations and Labour Laws: New Delhi: Excel Books.
- A.Monappa. Industrial Relations: New Delhi: 1st Edition. Tata McGraw Hill Publishing Company Ltd.
- P.N. Singh, and N. Kumar. Employee Relations Management: New Delhi: Pearson Publication.
- S.C. Srivastava. Industrial Relations and Labour Laws: New Delhi: 4th Edition. Vikas Publishing House Pvt. Ltd.

FOCUS: This course focuses on employability, skill development aligned with CO1 and CO2 outcomes.

Outcome: After completion of course, Students will be able to:

- »» CO1: Define the concept, approaches, and the role of state, employers and the unions in industrial relations
- »» CO2: Explain the role, functions, classifications and problems of trade unionism
- »» CO3: Identify the evolution of concept, objectives and forms of Worker's Participation in India
- »» CO4: Demonstrate the causes, forms and settlement machinery to solve industrial disputes
- »» CO5: Outline the factories act, 1948
- »» CO6; Outline the Trade Union Act, 1926

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1
CO2	PO1/PSO1
CO3	PO1/PSO1
CO4	PO1/PSO1
CO5	PO1/PSO1
CO6	PO1/PSO1

MBIC1045: Corporate Governance

Objectives:

- »» Explain the importance governance system adopted by organizations for effective controls.
 - »» Explain the mechanism and polices adopted by the corporate governance experts for creating transparency in the organizations
 - »» To enable them to understand the use those regulatory provisions available to the corporate for enhancing integrity and openness for various stakeholders
 - »» Understand the scope of good governance system in business organizations
-

Credits: 3

L-T-P-I: 3-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	Concept of Corporate Governance, Importance of Good governance in business organizations, Framework of corporate governance: Concept, principles & need of Corporate Governance, Various issues of corporate Governance.	(5 Sessions)
UNIT –II	Agency Theory, Stewardship Theory, Stakeholder Theory related to corporate Governance, Models for developed and developing countries Like US &UK, Japanese and Indian model.	(4Sessions)
UNIT – III	Cadbury Committee report on CG1992, Hampel Committee 1995, Confederation of Indian Industry (CII) 1996, Narayana Murthy Committee Report2003, Dr.J.J.Irani Report on company Law 2005,	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Meaning of Director and types of directors ,Concept of Board of directors, Structures of Board of Directors , Role and responsibilities of Broad of Directors , Sarbanes-Oxley Compliance	(6 Sessions)
UNIT –V	Auditors and types of Auditors , Concept of Audit , Roles, duties & Responsibilities of Auditors, Major Corporate Scams and their key issues like Enron Scandal etc. Corporate Reporting. CARO (Company Auditor's Report Order (CARO), 2016.	(4 Sessions)
UNIT – VI	Banks and Corporate Governance, Investor Protection in India , Investor grievance redressal mechanism, Regulatory bodies in Indian economy for effective governance system in India .	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

Fernando, A.C., Corporate Governance: Principles Policies & Practices, Pearson Education. Third Edition, Pearson.

Reference Books:

Bajpai, The Essential Book of Corporate Governance, Sage Publications India Pvt Ltd, First Edition.

FOCUS: This course focuses on entrepreneurship aligned with CO1 and CO4 outcomes.

Outcomes: After completion of course, the student will be able to:

CO1: Understand the basic frame work and significance of Corporate Governance

CO2: Appraise the frameworks underlying governance law and practice in national and international context.

CO3: Compare the legal obligations for governance and recommended best practices.

CO4: Analyze the situations in which governance problems arise.

CO5: Understand the ethical concerns of corporations and its related association with good governance in different countries.

CO6: Understand the importance of corporate reporting system for effective governance system in organizations

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	Pos / PSOs
CO1	PO1 / PSO1
CO2	PO3 / PSO1, PSO3

CO3	PO3 / PSO1, PSO3
CO4	PO3 / PSO1, PSO3
CO5	PO3 / PSO1, PSO3
CO6	PO1 / PSO1, PSO3

MBIC 1046: Sustainability Management

OBJECTIVES:

- » To develop an understanding of how sustainability can create value for a corporation by addressing social challenges and opportunities, both for the corporation itself and its customers. This can be through a lower cost structure, higher pricing and margins, greater market share, faster growth, better risk management, and brand enhancement.
- » To explore how innovation in products, processes, and business models can improve both financial and nonfinancial performance.
- » To understand the role various information intermediaries play in helping and challenging companies to become more sustainable through innovation, and how companies can effectively engage with them.

Credits: 03

L-T-P-J: 3-0-0-0

UNIT – I	Defining sustainable development – concept and evolution. Environmental issues – the growing awareness and need for regulation. The paradigm shifts in doing business – the triple bottom line approach to business sustainability.	(5 Sessions)
UNIT –II	Sustainability Innovation in Business Environmental challenges and business management issues. Concept of efficiency, eco-efficiency, carbon zero and carbon neutral companies. Sustainability innovation. Sustainable product development.	(5 Sessions)
UNIT – III	Sustainable Marketing: Concept and definition, Framework of sustainable marketing. Creating and implementing a sustainable marketing strategy.	(5 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Entrepreneurship and Sustainability Innovation Analysis Entrepreneurial process Social entrepreneurship and Innovation. Analysis of how corporate leaders/businesses are approaching sustainability innovation and sustainability strategy.	(5 Sessions)
UNIT – V	The Sustainable Development Goals: The role of United Nations, countries. Challenges and Recommendations	(5 Sessions)
UNIT – VI	Going Green What is Green and Green Washing. The pitfalls to avoid green washing and Sins of Green Washing. Sustainability in Supply Chain: Role of companies and customers:	(5 Sessions)

	an evidence from recent trends	
* **	Provision for presentations / assignments / case analysis in additional sessions 1 Session = 60 Minutes	

Text Books:

- Andrea Larson. Sustainability, Innovation, and Entrepreneurship, Flat World Knowledge.
- Tracey Strange, Anne Bayley. Sustainable Development, Organization for economic cooperation and development.
- Diane Martin, John Schouten. Sustainable Marketing, Pearson.

FOCUS: This course focuses on employability aligned with CO1 and CO4 outcomes.

Outcomes: After completion of course, the student will be able to:

- CO: Understand the concept of Sustainable development with a paradigm shift towards Triple Bottom Line Business approach
- CO2: Understand the concept of creativity and sustainability innovation in Business.
- CO3: Construct sustainable marketing strategy.
- CO4: Understand role of Innovation Analysis in Entrepreneurial process
- CO5: Summarize the dimensions of energy scenario and its impact on environmental sustainability
- CO6: Explain Green Washing and Sustainability in the Value Chain.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1/PO2/PO5/PSO1,PSO2
CO2	PO5/PO4/PSO1,PSO2
CO3	PO3/PO5/PSO1,PSO2, PSO3
CO4	PO3/ PO5/PSO1, PSO2, PSO3
CO5	PO5/PO4/PSO2, PSO3, PSO4
CO6	PO5/PO3/PSO1,PSO2, PSO3

MBIC1032: Project Management

Objectives:

- » To develop human resources with the basic competence in and sound understanding of the theory and practice of Project Management.
- » To introduce students to the purpose, principles, problems and challenges, concepts, techniques and practice of the Project Management and its various facets: impart skills in Project Planning, execution and control methods, introduce students to Project Management Software and application

Credits: 3

L-T-P-I: 3-0-0-0

UNIT – I	Project Management Overview Project Management: Project Management Concept & Phases, Top Deliverables, Tools and Techniques for Project Management, Role & Responsibility of Project Manager	(4 Sessions)
UNIT –II	Project Initiation: Project Idea Generation & Screening, Project selection, Project Rating Index, Market and Technical Analysis, Project Appraisal, Cost Estimation, Project Financing	(5Sessions)
UNIT – III	Project Planning: Project Scope Management, Identifying Project Activities, Gantt Chart, Fish-bone analysis, Work Break down Structure Project Analysis: Situational Analysis and Specification of Objectives	(6 Sessions)
MID-TERM EXAMINATION		
UNIT – IV	Project Financing - Capital Structure, Sources of Short-term & Long-term Financing, Venture Capital, Raising	(4 Sessions)

	Capital in International Markets Social-cost benefit analysis, Rationale for SCBA, UNIDO Approach, Little-Mirrlees Approach	
UNIT –V	Risk Analysis in Projects: Sources, Measures and Perspectives on Risk, Decision Tree Analysis, Sensitivity Analysis, Scenario Analysis, Simulation Analysis, Break-Even Analysis Project Implementation & Control	(6 Sessions)
UNIT – VI	Network Techniques for Project Management: Conceptual framework of CPM, PERT Post Completion Audits & Abandonment Analysis	(5 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Text Books:

- » Chandra, P. Project Management. New Delhi: New Age International (P) Ltd. Publishers.2009
- » Nagarajan, K. Project Management. New Delhi: New Age International (P) Ltd. Publishers.2010

Reference Books:

- » Choudhury, S..Project Management. New Delhi: Tata McGraw-Hill Publication.2004
- » Cleland, D. & Ireland, L. Project Management. New Delhi: Tata McGraw-Hill Publication.2010
- » Heerkens, G.Project Management. New Delhi: Tata McGraw-Hill Publication.2010
- » Heerkens, G. Project Management: 24 Steps to Help You Master Any Project. New Delhi: Tata McGraw-Hill Publication.2010
- » Horine, G. Absolute Beginner's Guide to Project Management. 2nd Edition. Que Press.2009
- » Newton, R..Project Management Step by Step: How to Plan and Manage a Highly Successful Project. 1st Edition. FT Press.2008

FOCUS: This course focuses on employability aligned with CO1 and CO4 outcomes.

Outcomes:

After completion of course, the student will be able to:

- » CO1: Understand the basic frame work and significance of project management
- » CO2: Acquaintance of Students with contemporary project management tools and exploration of their application to sharpen their project management skills.
- » CO3: Understanding of various large projects and attributes of their success and failure.
- » CO4: Assessment of Risks involved in Modern time projects and developing mitigation strategies to deal with them.
- » CO5: Assistance in exploration of financial sources for start-ups.
- » CO6: Ensuring adherence to Triple Constraints of Time-Cost-Quality in delivering Project Deliverables.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	Pos / PSOs
CO1	PO1 / PSO1
CO2	PO3 / PSO1, PSO5
CO3	PO3 / PSO1, PSO5
CO4	PO3 / PSO1, PSO5
CO5	PO3 / PSO1, PSO5
CO6	PO1 / PSO1, PSO5

MBIO 1001: Public Private Partnership

Objective:

Public Private Partnership is a blended learning programme designed to nurture certain basic level of Knowledge amongst individuals, working on PPPs or those interested in learning about PPPs, regardless of discipline or sector. The programme assists in preparing participants with the conceptual knowledge and skills to understand the Public Private Partnership as project. With focus on both theory and practice, the curriculum encompasses topics related to the designing a PPP transaction, financing options available, bidding for PPP, PPP contract management and dispute resolution. It also includes extensive regional and sectoral knowledge and comprises PPP best practices in India and around the World.

Credits: 3

Semester - I

L-T-P: 3-0-0

Unit No.	Content	Teaching Hours
UNIT – I	Background of public-private partnerships (PPPs) - Economic environment and changes, economic and other reasons and compulsions for privatization; Private sector participation.	(5 Sessions)
UNIT-II	Different forms of PPPs - contracting models (service contracts, maintenance contracts and management contracts); Concession models - (DBF, DBFO, DPBF, BOT, BOO, BOOT and	(10 Sessions)

	variants of BOT models)	
UNIT-III	Financing models - (PFI, SPV and other structures)	(5 Sessions)
UNIT-IV	Government and multilateral agency guidelines, implementation principles; Enabling framework and model concessionaire agreements; Role of partners	(5 Sessions)
UNIT-V	Structuring PPP projects to suit various sectors of infrastructure development, engineering and development projects; Risk management in PPPs	(5 Sessions)
UNIT-VI	Financing methodologies; Legal and contracting framework of PPPs; Process management; Drivers of success/failure of PPPs; Case studies.	(10 Sessions)

Reference Books:

- Akimoye, A. Book, M, PPP – Managing risks and opportunities. John Wiley & Sons, New York .
- Akimoye, A. Book, M, Policy. Finance and management for public private partnership. Blackwell, UK.
- Government of India. PPP toolkit, Ministry of Finance GOI, New Delhi.
- Joshi, P. Laws relating to infrastructure projects. Lexisnexis butterworths, New Delhi.
- The World Bank. Reforming infrastructure, privatization, regulation & competition. The World Bank Washington Dc.
- Sharma, Y. Public Private Partnership in infrastructure, vitasta publishing, New Delhi
- Nair, P. Kumar, D. Public Private Partnership in infrastructure: Issues & Perspective ICAFI University press, Hyderabad,

FOCUS: This course focuses on employability aligned with CO1 and CO2 outcomes.

Outcome:

After completion of course, the student will be able to:

- CO1: Identify the critical success factors for scoping and evaluating public infrastructure requiring private sector involvement.
- CO2: Acquire techniques for managing the political, technical & legal environment in which such projects are conceptualized and developed.
- CO3: Understand value for money in the provision of infrastructure and public services.
- CO4: Understand project financing requirements and evaluate PPP financial models for both affordability and bankability.

- CO5: Understand environmental & social impact mitigation techniques to structure sustainable private investments in public infrastructure.
- CO6: Understand how government make Plans for managing sustainable PPP contracts including.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1,PO2,PO3/PSO1,PSO3
CO2	PO1,PO2,PO3/ PSO1,PSO3
CO3	PO1, PO2/ PSO1,PSO2
CO4	PO1,PO2,PO3/ PSO1,PSO3
CO5	PO1,PO2,PO3/ PSO1,PSO3
CO6	PO1,PO2/ PSO1,PSO2

MBIO 1004: Management Information Systems

Objective:

- » Provide the fundamentals associated with the management of information technology in a business enterprise.
- » Provides an understanding of the Information Systems (IS) management framework of business operations.
- » Provides insight on how to develop and implement enterprise-wide IT strategies, initiatives and programs

Credits: 03

L–T–P: 3–0–0

UNIT - I	System Concept: Definition of Systems, Components of system, Types of System, Concept of Data and Information Information Systems: Definition of Information System, Classification of Information System, Operation support system, Management Support System, Importance of Management Information System	6 Sessions
UNIT - II	Management support system and classifications: Management Information System, Decision Support Systems, Executive Information System, Knowledge Management Systems and Expert System	4 Sessions
UNIT - III	Role of Management Information System: Competitive Strategy concept, Value Chain and Strategic IS, Business Process Reengineering, Difference between Business Improvement and BPR	5 Sessions
MID-TERM EXAMINATION		
UNIT - IV	Developing MIS System (Part 1): System Development Life Cycle- Traditional approach and Prototyping approach, Feasibility Analysis, System Analysis, System Design	5 Sessions
UNIT - V	Developing MIS System (Part 2): System Implementation, Testing, Documentation, Training, Conversion & Maintenance	5 Sessions
UNIT - VI	Applications: Enterprise Resource Planning, Customer Relationship Management. Security & Ethical challenges of IT. Ethical Responsibilities –Business Ethics, Technology Ethics.	5 Sessions

Text Books:

- O'Brien, J., Management Information System. Tata McGraw-Hill Publication.

Reference Books:

- Laudon & Laudon., Business Information System. Tata McGraw-Hill Publication.
- Behl, R., Information Technology for Management. Tata McGraw-Hill Publication.
- Jawedkar, S., Management Information System. Tata McGraw-Hill Publication.
- David, W., Business Data Analysis using Excel. Oxford Publications.

FOCUS: This course focuses on skill development aligned with CO1 and CO3 outcomes.

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the concept, component and classification of information system.
- CO2: Understand the classification of management information system
- CO3: Understand the concept of business process reengineering
- CO4: Understand the process of developing MIS system

- CO5: Able to explain the various stages of developing MIS system
- CO6: Understand the concept of Security & Ethical challenges of IT

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1
CO2	PO1/PSO1
CO3	PO1/PSO1,PSO2
CO4	PO1/PSO1
CO5	PO1/PSO1,PSO2
CO6	PO1/PSO1,PSO2

Operations Research

Course Code: MBIC1020 Year: II Trimester: IV Max. Hours: 30

Preamble: Operations research uses scientific approaches for managerial decision making problems. Operations research helps to improve the efficiency of an organization using optimization methods. Operations research methods are widely used in governmental, social, industrial and military processes. Operations research methods helps managers of any organization who work at different levels to maximum utilization of resources

UNIT I	Introduction of operation research: A quantitative approach to problem solving, Scope, Classification of models, scope of operations researches in Decision Making. Linear programming: Mathematical Formulations of LP Models for n variables, Standard form of LPP, solution of LPP: Graphical method, Simplex Method and Big M method.	(6 Sessions)
UNIT II	Transportation problem: Introduction, Methods of finding initial solution: North west method, Least Cost Method, VAM's Method, Optimality; MODI Method, Maximization and unbalanced transportation problem	(5 Sessions)
UNIT III	Assignment model: Introduction and its Applications. Hungarian method for solving assignment problem, Multiple optimal solution, Maximization and unbalanced assignment problem	(4 Sessions)
MID-TERM EXAMINATION		
UNIT IV	Game Theory: Two-Person Zero-Sum Game; Pure and Mixed Strategy Games; Saddle Point; Dominance Method and Graphical Method for solving Mixed Strategy Game.	(5 Sessions)
UNIT V	Queuing Theory: Introduction, Structure of queuing system, Characteristics of Queue model; Arrival Rate and Service Rate; Study of $\{(M/M/1):(\infty/FCFS)\}$ for Better Service to the Customers. Sequencing Problem: Johnsons Algorithm for n - Jobs and Two - machines, n - Jobs and Three - Machines, Two - jobs and m - Machines Problems.	(6 Sessions)
UNIT VI	Decision theory: Introduction, Types of Environment, Certainty, Uncertainty, Conflict and Risk, Payoff Tables. Decision making : under uncertainty, Under risk: EMV, EOL, EVPI, Multi Stage Decision Making Problem: Decision Tree.	(4 Sessions)
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Text Books:

- ▶▶ Sharma, J. K. (2006). *Operations Research*. New Delhi: Macmillan Publication
- ▶▶ Sharma, S.D. (2005). *Operations Research*. Meerut: KedarNath Ram Nath

Reference Books:

- ▶▶ Vohra, N. D. (2010). *Quantitative Techniques in Management*. New Delhi: Tata McGraw-Hill Publication
- ▶▶ Taha, H.A. (2008). *Operations Research: An Introduction*. New Delhi: Pearson Education.
- ▶▶ Swarup, K. (2008). *Operations Research*. New Delhi: Sultan Chand & Sons.
- ▶▶ Gupta, P. K., & Hira, D.S. (2008). *Operations Research*. New Delhi: S. Chand & Company Ltd.

Suggested Journals:

- ▶▶ Journal of Operations Research Society
- ▶▶ European Journal of Operations Research
- ▶▶ Asia Pacific Journal of Operations Research
- ▶▶ International Journal of Operations Research.

FOCUS: This course focuses on employability, entrepreneurship aligned with CO1 and CO4 outcomes.

Outcomes: After completion of course, the student will be able to:

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1
CO2	PO1/PSO1
CO3	PO1/PSO1,PSO2
CO4	PO1/PSO1
CO5	PO1/PSO1,PSO2

CO6	PO1/PSO1,PSO2
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MBA 2008: ACCOUNTING & FINANCIAL MANAGEMENT

Credits: 03

Semester: II

L-T-P: 2-1-0

Objective: To provide basic knowledge regarding various accounting and financial aspects to students.

Module No.	Content	Teaching Hours
I	Overview: Meaning of Accounting, Characteristics, Functions, Importance, Concepts, Conventions, Brief Introduction to Accounting Standards and IFRS. Double Entry System-Journalizing of Transaction, Posting in Ledger.	10
II	Mechanics of Accounting: Preparation of Final Accounts-Trial Balance, Trading Account, Profit & Loss Account, and Balance Sheet, Concept of Copyright, Trademark, Patents and Goodwill. Analysis of Financial Statement: Ratio Analysis- Solvency Ratios, Profitability Ratios, Activity Ratios, Liquidity Ratios. Concept of Comparative Balance Sheet and Trend Analysis.	10
III	Funds Flow Statement: Meaning of Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its Analysis, Cash Flow Statement-Preparation of Cash Flow Statement and its analysis.	10

Text Book:

- Tulsian(2008)"P. C. *Financial Accounting*", Pearson Education Narayanswami.

Reference Books:

- Financial Accounting (2004) "A Managerial Perspective"*, PHI, 2nd Edition.
- Mukherjee (2009) "*Financial Accounting for Management* ", TMH, 1st Edition.
- Ramchandran and Kakani (2007)" *Financial Accounting for Management* ", TMH , 2nd Edition.
- Ghosh T P (1998) "*Accounting and Finance for Managers*", Taxman, 1st Edition.
- Maheshwari S.N and Maheshwari S K (2007) "*An Introduction to Accountancy*", Vikas, 9th Edition.
- Ashish K. Bhattacharya (2007) "*Essentials of Financial Accounting*", PHI, New Delhi.

FOCUS: This course focuses on Employability aligned with CO3 Outcome.

Outcome: After completion of course, the student will be able to:

CO1: Understanding of different concepts of Accounting and preparation of Original Book of

Entry.

CO2: Preparation of Original Book of Entry and recording, classifying the transactions.

CO3: Understanding the trial balance, profit and loss statement and balance sheet with .
adjustment

CO4: Understanding Ratio analysis, Trend analysis and Comparative Balance sheet.

CO5: Understanding the Preparation and Interpretation of Fund Flow Statement.

CO6: Identifying the role of working capital and preparation of cash flow statement.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1
CO2	PO2/PSO1, PSO2
CO3	PO2/PSO1
CO4	PO1/PSO1
CO5	PO2/PSO1, PSO3
CO6	PO2/PSO1, PSO3

MBA7001 ENTREPRENEURSHIP

Credits: 04

Semester: VII

L – T – P: 3-0-0

Objectives: The purpose of this course is to prepare a ground where the students view entrepreneurship as a desirable and feasible career option. In particular the course seeks to build the necessary competencies and motivation for a career as an entrepreneur

Module No	Content	Teaching Hours
I	<p>ENTREPRENEURSHIP:- Definition, Functions of an Entrepreneur, Entrepreneurial Motivation and Barriers, Classification & Types of Entrepreneurs, Concept and theories of Entrepreneurship, Role of Entrepreneur in Indian Economy and developing economies with reference to Self Employment Development, Factors affecting entrepreneurial growth.</p> <p>PROJECT MANAGEMENT:- Search for a business idea, Concept of project and classification, Project Identification, Project Formulation, Project design and network analysis, Project report, Project appraisal.</p>	10
II	<p>SMES:- Definition, Growth of small scale industries in developing countries and their positions vis-a-vis large industries; Role of small scale industries in the national economy; Characteristics and types of small scale industries, Government policy for small scale industry; stages in starting a small scale industry. Institutional support: DIC, SIDO, NSIC, Directorate of Industries, Commercial Banks.</p> <p>INDUSTRIAL SICKNESS:- Concept of industrial sickness, Signals and Symptoms of Sickness, Magnitude of Industrial Sickness, Causes and consequences of Industrial Sickness, Corrective Measures.</p>	10
III	<p>FINANCING OF ENTERPRISE:- Need, Sources of Finance, Capital structure, Term – loans, Venture Capital, Institutions providing financial Assistance to entrepreneurs at different levels. Accounting for Small enterprises; Objectives, Accounting process, Journal, Ledger, Preparation of Balance Sheet and Assessment of Viability.</p> <p>OWNERSHIP STRUCTURE:- Proprietorship, Partnership, Company, HUF, LLP, Co-operative, Selection of an appropriate form of ownership structure, Ownership pattern in small scale enterprises in India. Basics of Laws concerning entrepreneurs: Income tax, Excise duty, CST, VAT, Service Tax, The workman compensation Act, The minimum Wages Act, Maternity benefit Act, Payment of Bonus Act.</p> <p>WOMEN ENTREPRENEURSHIP:- Concept, Functions and growth of women entrepreneurship, Problems of women entrepreneurs, Development of women entrepreneurship – Recent Trends.</p>	10

Text Book:

- Desai, Vasant (2001). Dynamics of entrepreneurial Development and Management. Mumbai. Himalaya Publishing House.

Reference Books:

- Khanka, S.S. (2007). Entrepreneurial development. New Delhi. S. Chand..
- Roy, Rajeev (2010). Entrepreneurship. New Delhi. Oxford University Press.
- Dollinger, M.J. (2006). Entrepreneurship strategies and Resources. New Delhi. Pearson Education.

****Provision for presentations / assignments / case analysis in additional sessions**

****1 Session = 60 Minutes**

FOCUS: This course focuses on Skill development/Entrepreneurship aligned with CO4 Outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Determine the factors affecting entrepreneurial activities in nearby localities.
- CO2: Understand the role and importance of various institutions in EDP.
- CO3: Understand various incentive and subsidies schemes of Govt. for MSMEs.
- CO4: Develop a detailed project report including appraisal, implementation, evaluation and control.
- CO5: Apply concept of capital structure to determine a firm capital structure (Might take any company from moneycontrol.com and exercise the concept).
- CO6: Differentiate amongst Family entrepreneurship, Women entrepreneurship, International entrepreneurship, Social entrepreneurship, Agripreneurships.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
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CO1	PO1/PSO1
CO2	PO2/PSO1, PSO2
CO3	PO2/PSO1, PSO2
CO4	PO1/PSO1
CO5	PO2/PSO1, PSO2
CO6	PO2/PSO1

MBA5031: INDUSTRIAL ECONOMICS

Objectives:

1. To Familiarize Students with the Basic Concepts of Economics.
2. To Enable the Students to Make Better Decisions in their Course of Action.

Credits: 02

L- T -P: 2-0-0

Module No.	Content	Teaching Hours
I	Basic Economic Concepts: Meaning, Nature and Scope of Economics, Methodology of Economics - Deductive vs Inductive, Economics - Statics & Dynamics, Basic Economic Problems - Scarcity & Choice, Relation among Science, Engineering, Technology and Economics. Market Demand: Demand, Meaning and Types, Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand, Methods of Measuring Elasticity of Demand, Marginal Utility Analysis.	10
II	Demand Forecasting: Meaning, Significance and Methods, Production Function, Laws of Returns to Scale & Diminishing Returns to Scale. Cost Concepts: - Meaning and Types of Costs, Short Run and Long Run Cost Curves.	10
III	Market Structure: Meaning of Market, Types of Market - Perfect Competition, Monopoly, Oligopoly, Monopolistic Competition. Inflation and Business Cycles: Causes, Effects and Methods to Control Inflation, Concepts of Business Cycles, Concept of National Income and Measurement.	10

Outcomes:

- Students will become familiarize with the basic concepts of Economics used in the analysis of Firms and Industries
- In Decision Making with the availability of limited resources in the organization these concepts will act as a guiding tool
- For those who are willing for entrepreneurial activities, study of this subject will provide a good help.

Text Book:

- Dewett, K.K. (2005). *Modern Economic theory*. New Delhi. S. Chand.

Reference Books:

- Geetika, G., Ghosh, Piyali., & Choudhary, Purba. (2008). *Managerial Economics*. TMH.
- Dwivedi, D, N. (2005). *Managerial Economics*. New Delhi: Vikas Publishing House.
- Peterson, Craig, H. Lewis, Cris, W. & Jain, Sudhir, K. (2008). *Managerial Economics*. New Delhi: Pearson Education.

FOCUS: This course focuses on Employability aligned with CO1 and CO4 Outcome.

Outcomes: After completion of the course student will be able to:

CO1: To understand the basic concepts in Industrial Economics relevant to consumer, producer and wealth-owner.

CO2: Outlining the concepts and laws of demand and supply.

CO3: Illustration of concept of production function and laws of production.

CO4: Understanding the various cost functions and curves.

CO5: Comparing the various market structures and pricing strategies.

CO6: understand the relationship between national income, saving, consumption, and investment

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Course Outcome	PO/PSO
CO1	PO1/PSO1, PSO2
CO2	PO1/PSO3
CO3	PO1/PSO2

CO4	PO1/PSO3,PSO4
CO5	PO1/PSO2
CO6	PO1/PSO1, PSO5

MBA 5034: INDUSTRIAL MANAGEMENT

Objectives:

- To help students to understand the important managerial dimensions of Industrial Management
- To make student's able to apply their thoughts and subject understanding in real practice to support industrial progress.

Credits: 04

Semester V

L- T -P: 3-0-0

Module No.	Content	Teaching Hours
I	<p>Introduction to Management- Concepts, Levels of Management, Management Functions & Skills.</p> <p>Planning & Organizing- Concepts, Types of Planning, Planning Process & Premises, Concept of Organizational Structure, Relationship between Authority, Responsibility and Accountability</p> <p>Directing & Leadership- Concept & Principles of Direction, Leadership Styles & Traits</p> <p>Motivation- Maslow's hierarchy of needs theory, Herzberg's Motivator-Hygiene Theory, Alderfer's ERG Theory, Vroom's Expectancy Theory</p> <p>Controlling- Types of Controlling, Controlling Process</p> <p>Staffing- Concept, Significance, Human Resource Planning Concept, Significance & Process of HRP</p> <p>Performance Management- Definition, Methods of Appraisal: Critical Incident Method, Comparative Evaluation Method(Ranking & Paired Comparisons), Management by Objectives, Assessment Centers, 360 Degree Feedback.</p>	10

II	<p>Financial Management- Meaning, Objectives, Financial Management Functions:- Financial Decision, Investment Decision, Dividends Decision. Profit & Loss Statements, Balance Sheet Preparation, Cash Flow Analysis, Break Even Analysis.</p> <p>Time Value of Money, Capital Budgeting & techniques: Net Present Value, Internal Rate of Return & Payback Method</p> <p>Material Management- Concept, Scope and Objectives, Inventory Management, Material Flow Process, Deterministic & Probabilistic model of Inventory Control, Material Requirement Planning, Brief Introduction of Just-In-Time(JIT), Enterprise Resource Planning(ERP), Supply Chain Management(SCM), Business Process Re-engineering(BPR)</p>	10
III	<p>Marketing Management- Marketing: Definition, Scope, Marketing Mix, Segmenting, Targeting and Positioning.</p> <p>Quality Management- Concept of Quality, Types: Quality of Design, Conformance & Performance, Phases of Quality Management.</p> <p>An Overview of Quality Management Assistance Tools: Ishikawa Diagram, TQM, Kaizen, Five S(5S), Six Sigma.</p> <p>ISO 9000: ISO 9001:2008, ISO 9000:2005, ISO 9004:2009, ISO 9011:2011</p>	10

Text Book:

- Khanna, O.P. (2011) Industrial Engineering & Management. N.Delhi: Dhanpat Rai & Co. Pvt Ltd
- Khanna, S.S. (2007). Entrepreneurial Development. N.Delhi: S.Chand & Company Ltd

Reference Books:

- Geetika, G, Ghosh, Piyali., & Choudhary, Purba. (2008), “Managerial Economics”, TMH.
- Dwivedi, D, N. (2005), “Managerial Economics”, Vikas Publishing House, New Delhi.
- Peterson, Craig, H. Lewis, Cris, W. & Jain, Sudhir, K. (2008), “Managerial Economics”, Pearson Education, New Delhi.

FOCUS: This course focuses on Employability aligned with CO4 Outcome.

Outcomes:

- CO1- Analyze the role of a well defined management process in a systematic corporate structure
- CO2- Understand the complexities associated with the management of various functional segments in an industrial domain
- CO3- Assess the distinctive characteristics of industrial operations which eventually helps in identifying the upcoming challenges and opportunities in the corporate domain
- CO4- Sort and evaluate the interpretations of various cost calculations which are used in support of framing economically viable decisions within an enterprise
- CO5- Acknowledge the significance of leadership, strategic planning, and organising in handling the overall operations of an organisational structure
- CO6- Analyze and develop the process through which multiple segments of an area fit together to achieve the objectives of an industrial unit.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/ PSOs
CO1	PO1, PO2/ PSO2, PSO3
CO2	PO3, PO4 / PSO1, PSO3
CO3	PO3, PO5 / PSO3, PSO4
CO4	PO2, PO5 / PSO1, PSO4
CO5	PO7,PO9 / PSO2, PSO3
CO6	PO5, PO6 / PSO3, PSO4

MBA 1008: MANAGERIAL & ORGANIZATIONAL BEHAVIOUR

Objectives: To develop fundamental skills in students needed for understanding, diagnosing and managing the organization, i.e., the human aspects of work organisations & to provide them a knowledge regarding how to work, behave at work place.

Credits: 03

Semester: I

L-T-P: 3-0-0

Module No.	Content	Teaching Hours
I	<p>Organisation: Components of Organisation, Nature and Variety of Organisations.</p> <p>Organisational behavior: Concept, Nature, Scope and Importance, Models of Organisational Behaviour.</p> <p>Leadership: Concept, Function, Style and Theories of Leadership- Trait, Behavioural and Situational Theories.</p> <p>Organisational Power and Politics: Concept, Sources of Power, Distinction Between Power, Authority and Influence, Approaches to Power, Dysfunctional Uses of Power.</p>	10
II	<p>Personality: Types, Factors Influencing Personality & Theories.</p> <p>Learning: Concept & Learning Theories.</p> <p>Perceptions: Concept, Nature, Process, Importance.</p> <p>Attitudes: Characteristics, Components, Measurement & Changing.</p> <p>Motivation: Importance, Types & Theories.</p> <p>Individual Behavior and Understanding Self: Johari Window.</p>	10

<p>III</p>	<p>Group Dynamics and Teams: Theories of Group Formation - Formal and Informal Groups, Their Interaction & Group Development - Importance of Teams - Formation of Teams - Team Work.</p> <p>Organisational Culture: Concept, Charactersitics, Elements of Culture, Implications of Organisation Culture, Process of Organisational Culture.</p> <p>Organisational Change: Concept, Nature, Resistance to Change, Managing Resistance to Change, Implementing Change.</p> <p>Conflict: Concept, Sources, Classification, Resolution.</p> <p>Stress: Meaning, Consequences, Causes & Managing Stress.</p>	<p>10</p>
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Text Book:

- Stephen P. Robins (2001) "*Organisational Behavior*", Prentice Hall of India, 9th Edition.

Reference Books:

- Schermerhorn, Hunt and Osborn (2001) "*Organisational behavior*", John Wiley, 7th Edition.
 - Jit S. Chand (2001) "*Organisational Behavior*", Vikas publishing House Pvt. Ltd. 2nd Edition.
 - Fred Luthans (1998) "*Organisational Behavior*", McGraw Hill Book Co.
- Newstrom & Davis (2001) "*Organisational behavior*", McGraw Hill.

FOCUS: This course focuses on Employability/Entrepreneurship aligned with CO1 and CO2 Outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the concept and application of organizational behavior at various levels of organization and summarize the recent trends.
- CO2: Examine the application of the concept of personality and perception in diagnosing and managing people behavior at work.
- CO3: Explain the theoretical knowledge of individual and group learning for behavior modification.
- CO4: Demonstrate the application of motivation theories at workplace.
- CO5: Illustrate the role attitude on job outcomes.
- CO6: Understand and demonstrate the application of organizational power and politics at workplace. Role of change in organization.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	POs/PSOs
CO1	PO1/PSO1
CO2	PO2/PSO1,PSO2
CO3	PO2/PSO2
CO4	PO1/PSO1
CO5	PO2/PSO2
CO6	PO2/PSO1

MBAM 0001: Basic Course in Entrepreneurship

Objectives:

- To prepare students a ground where the students can view entrepreneurship as a desirable and feasible career option.
- To build the necessary competencies and motivation among the students for a career as an entrepreneur.

Credits: 0

L-T-P-I: 2-0-0-0

UNIT No.	Content	Teaching Hours
UNIT - I	<p>Basic Concepts of Entrepreneurship- Meaning and Definition, Factors affecting Entrepreneurship, Significance of Entrepreneurship for an Economy</p> <p>Checklist for Entrepreneurs- Traits & Skill Set required, Types of Entrepreneurs, Myths regarding Entrepreneurship, Motivational theories in context to entrepreneurship, Identifying entrepreneurial style, Concept of Effectuation</p> <p>Start UP- Concept, Start Up Ecosystem, Concept of E-Cell and their promotions</p> <p>Idea Generation- Problem Identification, Concept of Design Thinking, DISRUPT Model, Concept of Value Proposition and Outcome Driven Innovation</p> <p>Idea Evaluation- Viability Check: Technical, Financial, Economic & Environmental Analysis</p>	16
UNIT - II	<p>Business Model and Validation- Basics of Lean Approach and Canvas, Types of Business Models(b2b; b2c), Intro to Risks, Develop the Solution Demo, Sizing the opportunity, Building an MVP, and Identifying Revenue Streams for business</p> <p>Selection of an appropriate Ownership Structure: Proprietorship, Partnership, Company, HUF, LLP, Co-operative</p> <p>Financing of Enterprise: Various Sources of finance, Concepts and relevance of Seed capital, Venture Capital, Government's initiatives to support and motivate entrepreneurs</p> <p>Team Building, Marketing & Sales: Finding right fit, Concept of Marketing Mix, Relevance of STP, Sales Planning</p> <p>An Overview to CPM, PERT/GANTT Chart</p>	14

Text Book:

- Desai & Vasant, Dynamics of entrepreneurial Development and Management, Himalaya Publishing House, 2018.

Reference Books:

- Khanka, S.S., Entrepreneurial development. S. Chand & Company Ltd, 2012.
- Roy & Rajeev, Entrepreneurship, Oxford University Press, 2011.
- Dollinger, M.J., Entrepreneurship strategies and Resources, Marsh Publications, 2008.

FOCUS: This course focuses on Entrepreneurship aligned with CO4 Outcome.

Outcomes: After completion of the course, the student will be able to:

- CO1: Understand the basic concepts of Entrepreneurship
- CO2: Understand the fundamentals and dynamics of entrepreneurship development.
- CO3: Understand the various theories for entrepreneurial motivation and functioning
- CO4: Understand and develop entrepreneurial Mindset
- CO5: Able to generate product development idea and explore marketing activity to ensure environmental, economic and social development.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	Pos / PSOs
CO1	PO1, PO2/ PSO1, PSO3, PSO4
CO2	PO2, PO4 / PSO2, PSO3, PSO4
CO3	PO2, PO5/ PSO1, PSO3, PSO4
CO4	PO1, PO2 / PSO1, PSO2, PSO3
CO5	PO7, PO8 / PSO1, PSO2, PSO3

MBAM 0002: Leadership and Organizational Behavior

Objectives: This course will help the students to:

- Assess adequately preconditions for sound work environment and leadership
- Respect other people's personality and take the full advantage of differences between them, as well as of their individual abilities and skills for the synergic effect.
- Understand the conditions for formation and development of team co-operation.
- Adopt crucial competences like Problem-solving, creativity, independence & responsibility-taking.

Credits:

L-T-P-I: 2-0-0-0

UNIT No.	Content	Teaching Hours
UNIT – I	<p>Organizational Behavior: Basic Concepts, Nature, Scope and Importance</p> <p>Personality: Concept, Factors affecting personality, Theories of personality (Psychoanalytical Theory, Trait Theory) Personality Types</p> <p>Perception: Concept, Process, Perceptual Barriers/Errors</p> <p>Attitude: Characteristics and Components, Attitude Measurement and Change</p> <p>Motivation: Concept, Types and Theories (Maslow, McClelland, Alderfer, Herzberg, Vroom)</p> <p>Leadership: Concepts, Components of Leadership, Distinguishing Leadership and Management</p> <p>Leadership Theories: Trait Theory, Behavioral Theory, Situational and Contingency Theories of Leadership, Leadership Styles and Traits, Ethical Leadership, Dark Side of Leadership</p>	15
UNIT – II	<p>Power: Power acquisition for leadership, Different Approaches- Emerson's power dependence theory, Salancik & Pfeffer Strategic contingency Model, Mintzberg's Genesis of power theory, Influence tactics,</p> <p>Organizational Politics- An Overview,</p> <p>Developing Leaders: Leadership Assessments, Developing a Personal Leadership Development Plan,</p> <p>Leadership and Values: Concept, Moral reasoning, Key work values, Stages of Leadership culture development, Moral justification,</p> <p>Leading Groups and Teams: Basic Concepts and Formation, Ginnett's Team Effectiveness Leadership Model, Leadership prescription of the</p>	15

	model, Leadership and Change: Concept, Approaches to organizational change, Attributes for being an effective change leader	
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Text Books:

- Hughes, Ginnett, Curphy - Leadership, Enhancing The Lessons of Experience:Tata Mc Graw Hill, 5th Ed.,2010
- Robbins, S.P. Organizational Behavior. New Delhi: Pearson Education. 2009

Reference Books:

- Yukl G - Leadership in Organizations Pearson Education Ltd.2007
- West Michael - Effective Team Work Excel Books.2003
- Sadler Philip - Leadership Crest Publishing House.2007
- Newstorm, J. & David, K. Organizational Behavior, Human Behavior at Work. New Delhi: Tata McGraw Hill Publication. 2007
- Greenberg, J. & Baron, R.A. Behavior in Organizations. New Delhi: Pearson Education. 2005
- Singh, K. Organizational Behavior: Text and Cases. New Delhi: Pearson Education. 2010
- Luthans, F. Organizational Behavior. New Delhi: Tata McGraw Hill Publication. 2005

FOCUS: This course focuses on skill development aligned with CO3 and CO4 Outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the concept and application of organizational behavior at various levels of organization and summarize the recent trends.
- CO2: Examine the application of the concept of personality and perception in diagnosing and managing people behavior at work.
- CO3: Identifying the leadership traits and skills with styles.
- CO4: Demonstrate the application of motivation theories at workplace.
- CO5: Illustrating the power acquisition model and stages of leadership culture development with organizational politics.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	Pos / PSOs
CO1	PO7/ PSO1, PSO3, PSO4
CO2	PO8/ PSO1, PSO3, PSO4
CO3	PO9/ PSO1, PSO3, PSO4
CO4	PO9/ PSO1, PSO3, PSO4

Course Outline

Fundamentals of Digital Marketing

Course Code: MBAO0022

Credits: 03

Objectives:

This course is designed to equip students with the fundamental knowledge of digital marketing so that they can apply the same for the growth of the firm. This course will also provide concepts and frameworks which may be more relevant in industrial marketing situations.

Module	Content	Lectures
I	Introduction to Digital Marketing, Traditional Vs. Modern Marketing, Role of digital marketing, Growth and Scope of Digital Marketing in India, Contemporary Practices in Digital Marketing, Forms of digital marketing, Micro/Macro Environments	10
II	Introduction to marketing research, Marketing mix concepts, Marketing strategies for a Digital Ecosystem, Digital Marketing tactics, Digital Marketing for B2B, B2C and C2C Model, Models of E-Marketing	10
III	Building and Managing Content in a Digital Environment, Evaluation and Active Listening in a digital era, Measurement and ROI of digital strategies, Understanding the Law and Ethics in Digital Marketing	10

*Provision for presentations/assignments/case analysis in additional sessions

**1 Session = 60 Mins.

Text Book:

- ❖ Bhatia Puneet, Fundamentals of Digital Marketing, India, Pearson Education

Reference Books:

- ❖ Kotler, Kartajya, Setiawan; Marketing 4.0: Moving from Traditional to Digital, John Wiley & Sons, Inc.
- ❖ Havaladar, K. Industrial Marketing, New Delhi, India: Tata McGraw Hill.

FOCUS: This course focuses on skill development and employability aligned with CO4 Outcome.

Outcome: After completion of course, the student will be able to:

- CO1: Understand the difference between digital marketing and traditional marketing.
- CO2: Understand role and applications of digital marketing in Indian context.
- CO3: Understand marketing research and marketing mix concepts.
- CO4: Use digital marketing for B2B, B2C and C2C models of e-marketing
- CO5: Understand ethical use of digital marketing.
- CO6: Understand building and managing content in a Digital Environment and measurement of digital strategies.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Course Outcome	POs/PSOs
CO1	PO1,PO5/PSO1, PSO2, PSO5
CO2	PO1,PO5/PSO1, PSO2, PSO5
CO3	PO1,PO5/PSO1, PSO2, PSO5
CO4	PO1,PO5//PSO1, PSO2, PSO5
CO5	PO1,PO 4,PO5/PSO1, PSO2, PSO5
CO6	PO1,PO5/PSO1, PSO2, PSO5

Course Outline Economics for Engineers

Course Code: MBA00023

Credit: 03

Objectives:

3. To Familiarize Students with the Basic Concepts of Economics.
4. To Enable the Students to Make Better Decisions in their Course of Action.

Module	Content	Lectures
I	Basic Economic Concepts: Meaning, Nature and Scope of Economics, Methodology of Economics - Deductive vs Inductive, Economics - Statics & Dynamics, Basic Economic Problems - Scarcity & Choice, Relation among Science, Engineering, Technology and Economics. Market Demand: Demand, Meaning and Types, Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand, Methods of Measuring Elasticity of Demand, Marginal Utility Analysis.	10
II	Cost Analysis: Cost Concepts and Analysis, Empirical estimates, of Production and Costs, Short-run and Long-run Average Costs Curves and its Analysis	10
III	Production: Production Concepts and Analysis, Production Function, Characteristics of various Factors of Production; Laws of Production, Short-Run, Long-Run	10

Text Book:

- Dewett, K.K. (2005). *Modern Economic theory*. New Delhi. S. Chand.

Reference Books:

- Geetika, G., Ghosh, Piyali., & Choudhary, Purba. (2008). *Managerial Economics*. TMH.
- Dwivedi, D. N. (2005). *Managerial Economics*. New Delhi: Vikas Publishing House.

Peterson, Craig, H. Lewis, Cris, W. & Jain, Sudhir, K. (2008). *Managerial Economics*. New Delhi: Pearson Education

FOCUS: This course focuses on skill development aligned with CO1 Outcome.

Outcomes: After completion of course, the student will be able to:

- CO1: Understand the concept and application of economics in business organization.
- CO2: Examine the application of the concept of demand and its determinants in diagnosing and managing demand at individual and market level.
- CO3: Identifying the various costs which incurred in business and their calculations.
- CO4: Demonstrate the application of pricing decisions at workplace.

- CO5: Identifying the various components of National income and implement various methods to calculate national income.
- CO6: Understand the implications of interference in a market economy, including government policy.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

COs	Pos / PSOs
CO1	PO7/ PSO1, PSO3, PSO4
CO2	PO8/ PSO1, PSO3, PSO4
CO3	PO9/ PSO1, PSO3, PSO4
CO4	PO9/ PSO1, PSO3, PSO4
CO5	PO12/ PSO1, PSO3, PSO4
CO6	PO7/ PSO1, PSO3, PSO4

Fundamentals of Mass Communication and Media Management

Course Code: MBAO0024

Max. Hours: 40

Preamble: Fundamental knowledge of mass communication and media management is important in today's world due to significant impact of various media mediums in different forms. The objective of this course is to take the students through with mass communication and media management process, planning tools and functioning.

Objectives:

- ▶▶ To enable in understanding fundamental concepts and theories of mass communication and media management.
- ▶▶ To enable students to make effective use of mass communication and media management in organizational context.

Credits: 04

L-T-P: 4-0-0

Unit I	<p>Mass Communication: Meaning & definitions, Characteristics, Scope, Mass Communication and Mass Culture, Functions of Mass Communication, Role and Impact of Mass Media- Media and modern society, Media and democracy</p> <p>Theories of Mass Communication: Cognitive Dissonance Theory, Agenda Setting Theory, Cultivation Theory, Social Responsibility theory, Magic Bullet theory, Uses-Gratification Theory</p> <p>Media Convergence: Conceptual framework, technological dimension, economic dimension, socio-cultural dimension and its implications to mass communication.</p>	10
Unit II	<p>Tools of Mass Communication: Traditional & Folk Media- Newspapers, Magazines, Radio, TV, Films, Internet, Mobiles</p> <p>Cyber Space: Meaning, Information Super Highway; Internet and Information Revolution, Fundamentals of Cyber Media, Cyber Media Vs Print, TV, Radio, Recent Trends</p> <p>Media Management: Concepts, Origin, Growth, Models of Media Planning, Defining media objectives: target audience objectives, distribution objectives, media terms, media weight theories, Building Relations with Media and Other Information Sources</p>	10
	<p>Media Buying: Concept, Media Buying Process: Structure, Roles and Responsibilities, Steps in Buying Process, Problems in Media Buying, Media negotiations and strategies, Considerations in Planning and Buying, Media Costs</p>	10

Unit III	<p>Public Relations: Basic concept, definitions, elements-nature and scope, Public relations as a management function, Public Relations & Public Affairs, PR Tools, The News Release-Seven point formula & its importance, New emerging trends</p> <p>Public Relations in Action: PR Campaigns, Public Relations in crisis Management, Public Relations Ideas for Special events - Planning & Organization. Case studies in Public Relations.</p>	
	*1 Session = 60 Minutes	

Text Books:

- » Kumar, Keval J. *Mass communication in India*. Jaico publishing house, 2000.
- » Menon Arpita: *Media Planning & Buying- Principles And Practice In The Indian Context*, Tata Mcgraw Hill Education Pvt. Ltd, 2010

Reference Books:

- » Hanson, Ralph E. *Mass communication: Living in a media world*. Sage Publications, 2016.
- » Bertrand, Claude-Jean. *Media ethics and accountability systems*. Routledge, 2018.
- » DeFleur, Melvin L., and Margaret H. DeFleur. *Mass communication theories: Explaining origins, processes, and effects*. Routledge, 2016.

FOCUS: This course focuses on Entrepreneurship and skill development aligned with CO4 Outcome.

Outcome: After completion of course, the student will be able to:

- CO1: Understand the mass communication and impact of mass media on modern society.
- CO2: Understand the conceptual framework and types of dimensions of mass communication.
- CO3: Differentiate between cyber media and print media.
- CO4: Understand the media management and objectives of media.
- CO5: Understand the process of media buying.
- CO6: Understand the public relation and role of public relation in management.

Mapping of Course Outcomes (COs) with Program Outcomes (POs) and Program Specific Outcomes (PSOs):

Course Outcome	POs/PSOs
CO1	PO1,PO5/PSO1, PSO2, PSO5
CO2	PO1,PO5/PSO1, PSO2, PSO5
CO3	PO1,PO5/PSO1, PSO2, PSO5
CO4	PO1,PO5//PSO1, PSO2, PSO5
CO5	PO1, ,PO5/PSO1, PSO2, PSO5
CO6	PO1,PO5/PSO1, PSO2, PSO5



PhD Course work

Session 2021-22

**Institute of Business Management
GLA University, Mathura**

PMG1001: Research Methodology

Objective:

- » To familiarize the scholars with the concept and the techniques of research methodology applicable to develop broad comprehension of research area.

UNIT – I	Introduction to research-motivation and objectives, Uniqueness of Ph.D. Thesis research, Research Philosophy, structure of research (The research hourglass) research process, research design, different types of research design (Exploratory, descriptive, experimental). Analysis of Literature Review – Primary and Secondary Sources, Websources –critical Literature Review, Hypothesis – Different Types – Significance – Development of Working Hypothesis, Null hypothesis, Research Methods: Scientific method vs Arbitrary Method, Logical Scientific Methods: Deductive, Inductive,	(15 Sessions)
I TERM EXAMINATION		
UNIT – II	Methods of Collecting Data : Observation, field investigations, Direct studies– Reports, Records or Experimental observations., Measurement and Scaling, Questionnaire Design, Concept of Reliability and Validity,, Population and sample, fitting the sample with the real world, Identifying and Defining Research problems, Guidelines for writing research proposals, Thesis, Research Paper, Patents. Reference writing:APA Format, MLA Format, Chicago Style manual and IEEE Editorial Style Manual.	(15 Sessions)
II TERM EXAMINATION		
UNIT – III	Data Analysis- Various Statistical tools and techniques (Measure of Central Tendency & Dispersion, correlation, regression, Parametric Tests & Non-Parametric tests, factor analysis, cluster analysis), Simulation and numerical methods, Concepts of Artificial intelligence and Associated Techniques. Introduction to Intellectual Property rights, Ethics in Research, Plagiarism – definition, forms and consequences.	(15 Sessions)
* Provision for presentations / assignments / case analysis in additional sessions		
** 1 Session = 60 Minutes		

Note:

- a. Relevant Case Studies and research papers should be discussed and presented in the class (Background and interest areas of the students should be considered while selecting the Cases).
- b. Practical problems should be discussed, analyzed and solved wherever applicable.

Students may be exposed to relevant software's like SPSS, MATLAB etc. used for Data analysis keeping in mind the background of the student.

Suggestive Readings:

- ▶▶ PanneerSelvam – Research Methodology, Prentice Hall of India, Edition 2008.
- ▶▶ Cooper and Schindler – Business Research Methods, Tata McGraw Hill, 9th Edition.
- ▶▶ Zikmund William G. – Business Research Methods, 7th Edition, Cengage Learning India Pvt. Ltd., New Delhi
- ▶▶ Saunders M., Lewis P., Thornhills A. – Research Methods for Business Students, Pearsons Education, New Delhi 2005.
- ▶▶ Malhotra& Dash – Marketing Research, Pearsons Education, New Delhi
- ▶▶ Hair, J. F., Black, W. C., Babin, B. J. and Anderson, R. E.- Multivariate Data Analysis, 7th Edition, Prentice Hall, India 2010.

FOCUS: This course focuses on skills development and Employability.

Learning Outcomes:

- ▶▶ Scholars will be able to understand the concept of research, research philosophy and research structure.
- ▶▶ Able to understand the importance of literature review and can independently do it.
- ▶▶ Working knowledge of different statistical fundamentals and tools.
- ▶▶ Aware with different style of referencing.

PMG1006: Applied Data Analysis

Objective:

- » To familiarize researcher with computer applications in management research
- » To build the understanding of a researcher to explore the suitability of various statistical packages and their applications for specific research phenomena.

UNIT – I	<p>Applied Data Analysis: Meaning, Significance and Process</p> <p>Preparing Data for Analysis: Testing Reliability, Validity & Normality of Data, Outliers</p> <p>SPSS Introduction: SPSS Interface, Preparing Datasets in SPSS</p> <p>Descriptive Statistics, Cross Tabulation, Chart Builder, Data Transformation, Split File, Select Cases, Filter, Extension Hub</p> <p>Applications in SPSS: t-test (One Sample, Independent Sample, Paired Sample), Non-Parametric Tests (Mann Whitney, Wilcoxon Signed Rank, Kruskal Wallis), Correlation, Partial Correlation</p>	(15 Sessions)
First Mid-term Examination		
UNIT – II	<p>Multivariate Analysis: ANOVA, Post Hoc Test & Effect, Regression and Multiple Regression, Multiple Correlation, Multiple Discriminant Analysis, Multi-ANOVA, Canonical Analysis</p> <p>An overview of Cluster Analysis, Dimension Reduction: Factor Analysis and Correspondence Analysis, Conjoint Analysis and Multidimensional Scaling</p>	(15 Sessions)
Second Mid-term Examination		
UNIT – III	<p>Structural Equation Modelling: Concept, Applications, Introduction of AMOS and Smart-PLS (Creating Measurement model and Structural Model, Performing the Analysis, Path Diagram, Testing model fitness)</p> <p>Time Series Modelling: Test for interdependency, General Autoregressive Conditional Heteroscedasticity (Garch) Model, Autoregressive Moving Average (ARMA), Forecast Values & Confidence Limits</p> <p>An overview of Qualitative Data Analysis: Meaning, Process, Methods</p>	(15 Sessions)
End-term Examination		

Suggestive Readings:

1. Behl, R. Information Technology for Management. TMH Education Private Limited.
2. Boslaugh, S. An Intermediate Guide to SPSS Programming: Using Syntax for Data Management. SAGE Publications.
3. Bajpai, N. Business Research Methods. New Delhi: Pearson Publications.
4. Byrne, B. M. (2016). Structural equation modeling with AMOS: Basic concepts, applications, and programming. routledge.
5. Pallant, J. SPSS Survival Manual: A Step by Step Guide to Data Analysis Using SPSS for Windows. Allen &Unwin.
6. Hair, J. F., Hult, G. T. M., Ringle, C. M., &Sarstedt, M. (2017). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) (2 ed.). Thousand Oaks, CA: Sage.

FOCUS: This course focuses on skills development and Employability.

Learning Outcomes:

- » Implement computer application in management research.
- » Use various statistical packages and its applications
- » Interpret the result obtained.

PMG1007: Advance Management for Research

Objective:

- »» To aware the students for the advances in various management disciplines.
- »» To develop the insight of the scope in research in various management disciplines.
- »» To prepare the student for conducting management research studies.

UNIT – I	<p>Nature & Scope of Human Resource Management, Forces/Factors of HR Environment, Concept of HRD and Key Distinction between HRM & HRD, Purpose, Benefits and Principles of Training, Concept of Management Development and Key differences between Training & Development</p> <p>Strategic Human Resource Management – Meaning, Need, Importance and Steps Involved, Ethical & Legal Issues in HRM, Career & Succession Planning, Contemporary issues in HRM, Cross Cultural Management, Work-force diversity, Employer branding, Team and organizational effectiveness, Psychometric Tests</p>	(15 Sessions)
FIRST MID-TERM EXAMINATION		
UNIT – II	<p>Financial Management: Concept, Scope and Implications for New Age Researchers</p> <p>Financial Statement Analysis (Comparative, Common Size and Trend Analysis) with Case Study</p> <p>Concept of Leverage Analysis & DuPont Analysis and its Implications for Analysis</p> <p>Time Value of Money and its Applications in Finance (Uses of Excel for NPV, IRR, XIRR)</p> <p>Recent Trends of Research in domain of Finance: (i) Factors affecting screening decision of a Stock / Mutual Fund for Retail Investor, (ii) Investment Psychology / Tenets of Behavioural Finance, (iii) Recent Trends in Financial Markets, Banking & Economy, (iv) Risk Management Practices (RMP) of Banks and related norms, (v) Impact of Macro Economic Variables on Capital Market, (vi) Financial Inclusion (Progress, Challenges & Future Road Map)</p>	(15 Sessions)
SECOND MID-TERM EXAMINATION		
UNIT –	Nature and Scope of Marketing, Marketing Environment,	(15

III	Marketing Information System, Understanding Consumer and Industrial Market Market Segmentation, Targeting and Positioning Research Methods in Marketing – Quantitative and Qualitative Research, Attitude Measurement and Scaling Techniques Concept, Significance and Research trends on Product & Brand Management Decisions, Pricing Strategies, Distribution Strategies, and Integrated Marketing Communication Overview of Digital marketing, Content marketing, Web analytics Emerging trends in Marketing	Sessions)
END-TERM EXAMINATION		

Note:

Relevant Case Studies and research papers should be discussed and presented in the class (Background and interest areas of the students should be considered while selecting the Cases).

Suggestive Readings:

- » Human Resource Management By Dr K. Ashwathappa –Tata McGraw Hill
- » Comprehensive Human Resource Management By P.L.Rao-Excel Books
- » Human Resource Management By Snell, BohalenderCengage Learning.
- » Financial Management by I M Pandey –Vikas Publishing House.
- » Fundamentals of Financial Management by Brigham &HoutonCengage Learning.
- » Financial Management by Khan & Jain-Tata McGraw Hil.
- » Kotler, P., Keller, K., Koshy, A., &Jha, M. (2007). Marketing Management: A South Asian Perspective, Pearson & PHI. New Delhi.
- » Marketing: Marketing in 21st Century–Berman –Biztantra (Willy India Pvt. Ltd.)
- » Fundamentals of Financial Management by VyuptakeshSharan –Pearson Education 2nd Edition.

FOCUS: This course focuses on skills development and Employability.

Learning Outcome:

- Students will be able to
- » Have awareness in various management discipline
- » Develop knowledge about the scope of various management disciplines in research
- » Conduct management research studies.